
General Committee

Date

2016/05/18

Time

9:00 AM

Location

Civic Centre, Council Chamber,
300 City Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7 (Chair)
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact

Sacha Smith, Legislative Coordinator, Legislative Services
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Find it Online

<http://www.mississauga.ca/portal/cityhall/generalcommittee>

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1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS - Nil**

5. **DEPUTATIONS**

5.1. Item 6.1 Lisa Boyce-Gonsalves, Community and Neighbourhood Development, Inclusion, Bryan Shone, Senior Service Manager, Peel Children's Aid "Kids in Care", Shiao Chong, Parent, 1:1 Inclusion Support Program and Lisa Kitchener, Manager, Respite and Leisure Services, Community Living Mississauga

5.2. Julius Lindsay, Community Energy Specialist with respect to Items 6.2 & 6.3 and the economic impact of climate change study.

6. **MATTERS TO BE CONSIDERED**

6.1. Access and Inclusion to Recreation

6.2. Climate Change Actions Update

6.3. Climate Change Programs

6.4. Draft Public Art Master Plan

Please note that due to waste reduction efforts, Appendix 1 will be available in the online agenda at <http://www.mississauga.ca/portal/cityhall/generalcommittee>

6.5. Rooftop Leasing at Huron Park and Burnhamthorpe CCs for Solar Installations

6.6. Lower Driveway Boulevard Parking. Naomi Crescent (Ward 7)

6.7. U-Turn Prohibition - Tenth Line West between Eglinton Avenue West and Erin Centre Boulevard (Ward 10)

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- 6.8. Exemption to the Three-hour Parking Limit on Easter Sunday
- 6.9. Request to Assume Private Condominium Road - Pierpont Place, Peel Condominium Corporation No. 221 (Ward 9)
- 6.10. Supplementary Report - Amendments to the Business Licensing By-law 1-06, as amended, in regards to Licensing Fees for Outdoor Clothing Donation Drop Boxes
- 6.11. Extension of Temporary Road Closure of Explorer Drive between Eglinton Avenue East and Skymark Avenue for Construction of an overpass bridge for the Mississauga Transitway Project Procurement FA.49.315-12 (Ward 5)
- 6.12. Community Recognition Program
- 6.13. Diverse Communities Promotional Plan
- 6.14. 2015 Annual Report on Investment
- 6.15. Transactions with Post-Secondary Institutions
- 6.16. 2016 Tax Ratios, Rates and Due Dates
- 6.17. Public Sector Network Agreement Renewal
- 6.18. Towing Industry Advisory Committee Citizen Member Appointments
- 7. **ADVISORY COMMITTEE REPORTS**
- 7.1. Environmental Action Committee Report 3-2016 May 3, 2016
- 7.2. Mississauga Cycling Advisory Committee Report 5 - 2016 May 10, 2016
- 7.3. Heritage Advisory Committee Report 4-2016 May 10, 2016
- 8. **COUNCILLORS' ENQUIRIES**
- 9. **OTHER BUSINESS/ANNOUNCEMENTS**

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10. **CLOSED SESSION**

10.1. (Pursuant to Subsection 239 (2) of the Municipal Act, 2001) A proposed or pending acquisition or disposition of land by the municipality or local board - Potential Conveyance of a Portion Of Property located at 1 Port Street East (Ward 1)

10.2. (Pursuant to Subsection 239 (3.1) of the Municipal Act, 2001) Education Session - Regional Governance

11. **ADJOURNMENT**

City of Mississauga
Corporate Report



Date: 2016/04/26

To: Chair and Members of General Committee

From: Paul Mitcham, P. Eng, MBA, Commissioner of
 Community Services

Originator's files:

Meeting date:
 2016/05/18

Subject

Access and Inclusion to Recreation Services

Recommendation

That the Corporate Report dated April 26, 2016 from the Commissioner of Community Services entitled "Access and Inclusion to Recreation Services" be received for information.

Report Highlights

- The Recreation Division, through the Community and Neighbourhood Development Team, is providing leadership for key initiatives to enhance opportunities for persons with disabilities and other vulnerable groups to participate and volunteer in sport and recreation in partnership with the community.
- The One to One Inclusion Support Program, launched in the summer of 2015, has facilitated the successful participation of over 180 children who have a disability in city-run camp programs.
- The Inclusion Resource Team Project, in partnership with Community Living Mississauga, is enhancing the capacity of city staff to engage adults with an intellectual disability in recreation thanks to a grant of \$564,405 over 2.5 years from the Ministry of Community & Social Services.
- The Kids in Care Initiative in partnership with Peel Children's Aid Society and the City of Brampton has facilitated access and inclusion to recreation, volunteer and leadership opportunities for 44 children and youth in the care of the Peel Children's Aid Society.
- The Summer Work Experience Program delivered in partnership with Community Living Mississauga has provided employment skills and experience in Parks and Forestry for 10 volunteers with an intellectual disability who contributed over 320 volunteer hours in 2015.

- A new partnership with the Peel District School Board provided 10 youth who have a disability with flexible opportunities to complete the required 40 hours of community service.
- Para Pan Am Legacy activities including the purchase of sport wheel chairs and sledges thanks to a grant from the Ministry of Tourism Culture and Sport, staff training, and the integration of various Try-it activities in summer camps and after-school programs are enhancing awareness, opportunities and participation in Para Sport.

Background

Mississauga's Recreation Division strives to respond to a range of ages, abilities and interests and to create a welcoming and inclusive environment for all residents. This report includes an update on the One to One Support Program outlined in the Corporate Report dated May 15, 2014 and other key successes to enhance access and inclusion for individuals who face constraints to participate and volunteer in recreation. Collaboration and partnerships with Community Living Mississauga, Peel Children's Aid Society, the Peel District School Board, the City of Brampton, and Para Sport Ontario have been critical to the success to date.

This work has contributed to the advancement of the strategic objectives outlined in Pathways to Wellness (Canada's National Recreation Framework) as well as those outlined in the City of Mississauga's Strategic Plan and Recreation Master Plan.

Comments

Key initiatives and achievements that support Access and Inclusion to Recreation Services are outlined below.

One to One Inclusion Support Program

The One to One Inclusion Support Program outlined in the Corporate Report dated May 15, 2014 and endorsed by Council was launched in the summer of 2015 with a focus on supporting participation of children with a disability in city-run camp programs. The City subsidizes 50% of the cost for a skilled and experienced city staff person to provide one to one support as a cost-effective alternative to families obtaining and training their own independent support worker. Families continue to have the option to provide their own support workers or volunteers at no additional cost.

Key results from the first year of implementation include:

- Individual Recreation Plans were developed in consultation with families to facilitate the successful inclusion of 146 children in summer camp programs with their own support worker or volunteer.
- 29 children participated in the city's One to One Inclusion Support Program for a total of 55 weeks of summer camp.

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- 9 new summer student employment positions were created to support implementation of this program. Grants were received through Canada Summer Jobs and YMCA Summer Job Services to support these positions.
- 7 high school students provided over 680 volunteer hours through the Recreation Inclusion Volunteer Assistant Program that helped to contribute to a welcoming and inclusive summer camp experience for all.

As a result of continued program promotion and outreach, increased demand is anticipated for summer 2016.

Inclusion Resource Team

In March 2015, Community Living Mississauga in partnership with the Recreation Division was awarded a grant from the Ministry of Community and Social Services in the amount of \$564,405 over 2.5 years to facilitate the successful inclusion of adults supported by Community Living Mississauga who have an intellectual disability to become more involved in recreation in their community. The grant will also help to enhance the capacity of city staff to deliver quality inclusive recreation opportunities and to enhance the customer experience.

Early successes include:

- 685 part-time staff, leaders in training and volunteers were trained through 13 training sessions
- Consultation was provided to 112 families who are not currently participating in recreation
- 48 individuals who were “new” to recreation as adults are successfully participating in recreation programs

Targeted outreach and awareness will continue throughout 2016 with an aim of ensuring welcoming and inclusive recreation environments and sustained and independent participation of adults with an intellectual disability beyond the grant period.

Kids in Care Partnership

In 2014, a partnership was established between the City of Mississauga, the City of Brampton and the Peel Children’s Aid Society (CAS) to enhance access and support for kids in the care of the Peel CAS to participate in recreation, leadership and volunteer opportunities offered by the cities of Mississauga and Brampton. Recognizing that children and youth in the care of Peel Children’s Aid often face many barriers and are often fluid between the borders of Brampton and Mississauga, this partnership aims to ensure alignment and seamless transition for kids in care between these two recreation systems.

Key results to date include:

- 27 children and youth have received fee subsidies through the Active Assist Program.
- 12 youth are engaged in volunteer opportunities and have contributed a total of 428 volunteer hours

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- 5 youth successfully completed the Leader in Training Program allowing them to gain valuable leadership and employment skills.

There is a potential to engage over 200 children and youth in the care of the Peel CAS in recreation, volunteer and leadership opportunities. The City will continue to work with program partners to devise approaches to lift barriers and facilitate successful participation for more children and youth.

Summer Work Experience Program (SWEP)

The City of Mississauga participates in the Summer Work Experience program facilitated by Community Living Mississauga. The focus of the program is on providing work experience, opportunities for inclusion and task development for work-related skills, as well as increased independence for individuals who have an intellectual disability.

In 2015, 10 individuals contributed a total of 320 volunteer hours during July and August with the Parks & Forestry Division. Volunteers provided support for park maintenance as directed; plant care, including weeding and dead heading; splash pad maintenance (where applicable); litter collection; other duties as assigned.

This opportunity provides real work experience and skills for individuals who often have difficulty gaining this experience.

Peel District School Board - Gordon Graydon Secondary School Volunteer Project

The goal of this project was to provide volunteer opportunities for hard to serve youth who were in jeopardy of not graduating due to difficulty in meeting the requirement for 40 hours of community service. Key barriers faced by these students include disabilities and mental health issues. Recreation staff worked with the school and students to design flexible volunteer opportunities to accommodate their unique needs. As a result, 10 volunteers have completed a total of 259 Volunteer hours and one student went on to gain a paid part-time employment position as a community centre operations staff.

In the future, the City and School Board will continue to work together to engage students at other schools who are facing similar barriers in volunteer opportunities that meet their needs and to make a valuable contribution to the community.

Para-Pan Am Legacy

The Para Pan Am games were a big success during the summer of 2015. Many host cities, including Mississauga, committed to a legacy of increasing awareness and opportunities for participation in Para Sport activities.

Key successes to date include:

- The City was the recipient of a \$25,750 grant from the Ministry of Tourism Culture and Sports through the Canadian Paralympic Committee to purchase a fleet of sports

wheelchairs and 10 sledges as well equipment for sitting volleyball, bocce, goal ball and other Para Sport activities. This equipment is being used not only to offer adaptive programming opportunities for individuals who have a physical disability but also to provide innovative, inclusive and enjoyable program activities for all participants.

- Approximately 100 full time Recreation staff participated in Para Sport Ontario's "Changing Minds Changing Lives" workshop in 2015.
- 11 facilities provided Para Sport Try It activities during 2015 summer camp programs.
- Para Sport activities are being offered on a rotational basis during the city's Sauga At-Play After School programs for youth ages 10-18. To date approximately 215 youth experienced wheelchair basketball. Additional activities will occur throughout 2016 and beyond.

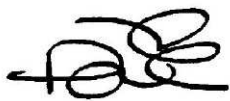
The Recreation Division will continue to explore partnerships with community organizations to continue to grow awareness, opportunities and participation in Para Sport.

Financial Impact

There is no financial impact associated with this report

Conclusion

The work outlined in this report has contributed to the advancement of the Recreation Division's mandate to keep Mississauga residents healthy, active and connected in partnership with the community and has helped to make Mississauga a place where people of all abilities belong and can thrive.



Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Lisa Boyce-Gonsalves, Community Development Coordinator, Inclusion

City of Mississauga

Corporate Report



Date: 2016/04/26

To: Chair and Members of General Committee

From: Paul Mitcham, P. Eng, MBA, Commissioner of
Community Services

Originator's files:

Meeting date:
2016/05/18

Subject

Climate Change Actions Update

Recommendation

That the Corporate Report dated April 26th, 2016, from the Commissioner of Community Services, entitled "Climate Change Actions Update" be received for information.

Report Highlights

- This report provides a response to the Mayor's request for information on climate change actions the City has undertaken to date.
- Cities have a large role to play in addressing climate change.
- The City has undertaken a number of climate change related initiatives that can be categorized under policy and planning, mitigation, and adaptation.
- Key actions the City has taken to mitigate climate change by reducing greenhouse gas emissions include extensive energy efficiency retrofits to City facilities, expanding transit, converting street lights to LED technology and Greening Our Fleet.
- Key climate change adaptation actions the City is undertaking are the Stormwater Charge, low impact development projects and a Corporate Climate Risk Assessment.

Background

In light of recent climate change events, at the January 13, 2016 General Committee meeting, the Mayor requested a report on the existing measures the City has taken to address climate change. This report provides a response.

Cities have a large role to play in addressing climate change because over 50% of the population now lives in cities. Cities contribute 70% of global greenhouse gas emissions and, in Ontario, have control over land use and transportation, two of the major sources of those emissions.

Actions to address climate change are split into two categories: adaptation and mitigation. Mitigation includes reducing and/or offsetting greenhouse gas (GHG) emissions to reduce the magnitude of potential climate change effects. Adaptation involves assessing future risks and vulnerabilities associated with climate change and undertaking measures to reduce or eliminate those risks. Key to this process is not only examining the current climate situation, but also assessing adaptations necessary to cope with possible future climate scenarios.

As a part of the Peel Climate Change Strategy, climate projections for the region were developed for the period 2015-2100. This data projects a number of changes to the climate in Mississauga over the next 85 years. The changes are as follows:

- Increased average temperature
- Increased growing season
- Increased extreme heat days
- Increased overall precipitation in spring, winter, and fall
- Increased extreme precipitation events

Comments

The City has been taking action on climate change for many years. Historically the City's actions contributed primarily to climate change mitigation. The focus was primarily in a few areas:

- Improving the energy efficiency of City facilities to reduce operating costs. By default, these measures also significantly reduced the City's energy use and associated greenhouse gas emissions.
- Similarly, the City's move to LED street lights both significantly reduced operating costs and greenhouse gas emissions.
- The need to address growing traffic congestion has made expanding transit the City's number one budget priority. By increasing transit ridership the City has reduced greenhouse gas emissions equivalent to taking thousands of cars off the road each year.

Adapting to climate change is a newer area of work for the City. Recent storms such as the 2009 flood in Cooksville, the rain and wind storms of July 2013 and the ice storm of December 2013, have brought the topic of climate change adaptation to the forefront.

The City has undertaken a number of climate change related initiatives that can be categorized under policy and planning, mitigation, and adaptation.

The key actions are summarized below.

Planning and Policy Actions

- **Strategic Plan** – Visionary goal to be a “net-zero” carbon city.

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- Member of the Federation of Canadian Municipalities (FCM) **Partners for Climate Protection (PCP)** program since 1999.
- **Peel Climate Change Strategy** – Working with our partners throughout Peel on climate change mitigation and adaptation actions.
- **City's 5 Year Energy Conservation Plan (2014 - 2019)** – Continued investment in energy savings in City facilities will result in greenhouse gas reductions of 2,290 tonnes per year by 2019. Equivalent to taking almost 450 cars off the road.
- **Official Plan** environmental and climate change policies.

Mitigation Actions

- **Expanded transit** – In 2015, MiWay avoided greenhouse gas emissions of approximately 55,000 tonnes. Equivalent to taking 11,000 cars off the road.
- **Street light LED conversion program** – Between 2014 and 2015, this reduced the City's carbon footprint by 1,000 metric tonnes of carbon dioxide (CO₂).
- **LEED Silver standard for all new City buildings** – The Garry W. Morden Centre is the City's first Leadership in Energy and Environmental Design (LEED) Silver certified building.
- **Improved energy efficiency of City facilities** – Improved energy efficiency of City facilities is achieved through recommissioning (ensuring the operation of building equipment is in sync and working efficiently), improving controls, optimizing equipment, operator training and establishing a strong culture of energy conservation.
- **Solar panels on Hershey Centre** – The Hershey Centre has 144 photovoltaic panels on its roof which generate approximately 25 kilowatts of electricity. This reduces carbon dioxide emissions by 5.6 metric tonnes per year.
- **LED lighting in Tomken Arena** – This project saved almost 95,000 kilowatt hours. This project was also the first of its kind in Ontario.
- **Greening Our Fleet** – Increased the overall efficiency of the City's fleet by right-sizing fleet vehicles and converting some to hybrids. This program avoided the City over \$500,000 in fuel costs over the life of the program.
- **One Million Trees** – 195,408 trees have been planted to date. Trees help mitigate climate change by sequestering carbon dioxide from the air.
- **Let Your Green Show public awareness campaign** – The City partnered with the Region of Peel, City of Brampton and the Town of Caledon to run a campaign to engage residents to take actions that would reduce their environmental footprint.

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- **Green Leaders employee engagement program** – Staff volunteers who focus on increasing environmental awareness, including waste diversion and energy reduction at their facilities. In 2015 Green Leaders and their colleagues committed to 3,205 energy actions resulting in 186,127 kilowatt hours saved.
- **Corporate and Community Greenhouse Gas Inventories**

Adaptation Actions

- **Climate projections for Mississauga (2015 - 2100)** – As outlined in the background section of this report.
- **Low Impact Development projects** – Implemented at Elm Drive, Scholars' Green, Lakeside Park, O'Connor Park, and Holcim Waterfront Estate.
- **Economic Impacts of Climate Change Study** – The study analyzed future increases to costs and damages due to climate change. The study estimated the increased impact of climate change on a severe stormwater flood to be more than \$27 million in 2040. Similarly, the increased impact of a severe ice storm is more than \$200 million in 2040. The results of this study will inform future climate change adaptation work.
- **Stormwater Charge** – Better maintaining and expanding stormwater infrastructure. Expanded infrastructure will help the city adapt to climate change.
- **Corporate Climate Change Risk Assessment** – The City has started identifying risks to the Corporation's infrastructure, revenue, and services from the future projected climate conditions outlined in the background section of this report. These risks will be assessed to identify which are the highest risks to the Corporation.

Strategic Plan

Climate change action supports the Green Pillar of the Strategic Plan. The Green Pillar has a visionary goal of Mississauga becoming a "net-zero" carbon city. This supports the strategic goal "Lead and Encourage Environmentally Responsible Approaches".

Financial Impact

Not applicable.

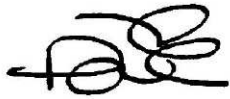
Conclusion

Cities have a large role to play in addressing climate change.

The City has undertaken a number of climate change policy and planning, mitigation and adaptation actions. Key climate change mitigation actions include extensive energy efficiency

retrofits to City facilities, expanding transit, converting street lights to LED technology and, Greening Our Fleet.

Adapting to climate change is a newer area of work for the City. Recent storms such as the 2009 flood in Cooksville, the rain and wind storms of July 2013 and the ice storm of December 2013, have brought the topic of climate change adaptation to the forefront. To adapt to climate change, the City is implementing the Stormwater Charge, installs Low Impact Development infrastructure and has a Corporate Climate Risk Assessment underway to identify risks to the Corporation's infrastructure, revenue, and services from the future projected climate conditions.



Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Julius Lindsay, Community Energy Specialist

City of Mississauga Corporate Report



Date: 2016/04/26

To: Chair and Members of General Committee

From: Paul Mitcham, P. Eng, MBA, Commissioner of
Community Services

Originator's files:

Meeting date:
2016/05/18

Subject

Climate Change Programs

Recommendation

That the Corporate Report dated April 26th, 2016, from the Commissioner of Community Services, entitled "Climate Change Programs" be received for information.

Report Highlights

- This report provides a response to the Mayor's request for information on the impact of Federal and Provincial government climate change actions on the City.
- Climate change is now a critical issue internationally, federally, and provincially.
- There have been many recent climate change related funding announcements from the Federal and Provincial governments; most are not targeted specifically at municipalities or for climate change adaptation actions.
- The Provincial government's cap and trade program will have a financial impact to the City, through the increase in the price of fossil fuels.
- It is highly expected that actions targeted towards cities will be included in the Federal and Provincial governments' climate change action plans because of the large role cities play in both climate change mitigation and adaptation.
- A decision on whether or not to join the Compact of Mayors will be deferred until the completion of a comprehensive climate change plan.

Background

In light of recent climate change events, at the January 13, 2016 General Committee meeting, the Mayor requested a report containing information about climate change agreements signed by the Federal and Provincial governments, and the implications these agreements could have

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on municipalities, like Mississauga. The Mayor also requested information on the Compact of Mayors and the creation of a comprehensive climate change plan. This report addresses those requests.

Actions to address climate change are split into two categories: adaptation and mitigation. Mitigation includes reducing and/or offsetting greenhouse gas (GHG) emissions to reduce the magnitude of potential climate change effects. Adaptation involves assessing future risks and vulnerabilities associated with climate change and undertaking measures to reduce or eliminate those risks. Key to this process is not only examining the current climate situation, but also assessing adaptations necessary to cope with possible future climate scenarios.

The following provides a summary of various international, federal and provincial actions currently undertaken or planned.

International Actions – Paris Agreement

The recent Conference of the Parties in Paris (COP21) was the United Nations 2015 meeting focused on climate change. During this conference a new global agreement on action related to climate change was reached. The Paris Agreement, as it is called, is an updated agreement that replaces the Kyoto Protocol. Its main goals are as follows:

- Holding the increase in the global average temperature to well below two degrees Celsius ($^{\circ}\text{C}$) (3.6 degrees Fahrenheit ($^{\circ}\text{F}$)) above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C (2.7°F); and,
- Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production.

The target of holding the average global temperature to below a 2°C (3.6°F) increase shifts the focus from yearly emissions reductions, to reducing the total post-industrial emissions in the atmosphere over time. There are no country-specific targets yet agreed to, countries must determine their reduction targets to contribute to the agreement target.

Federal Actions – National Climate Change Agreement Reached

- The Government of Canada has for the first time appointed a Minister of Environment and Climate Change, the Honourable Catherine McKenna.
- The Prime Minister, through the Minister of Environment and Climate Change Mandate Letter called for "...ensuring that the provinces and territories have targeted federal funding and...a new Low Carbon Economy Trust to help fund projects that materially reduce carbon emissions...", and "...significant new investments in green infrastructure...".
- The Honourable Catherine McKenna played a prominent and high profile position in the negotiations during COP21. She also publicly committed the Federal government to meeting

with the provinces and territories to create a roadmap to create a new Federal climate change plan and targets within 30 days of COP21.

- The meeting between the Prime Minister and the First Ministers was held on March 3, 2016 and a climate change agreement for Canada was reached. The Vancouver Declaration on Clean Growth and Climate Change, as it is being called, outlines
 - The Federal government's target of 30% reduction of GHGs over 2005 levels by 2030;
 - Commitments the Federal government and provincial governments are making to take action on climate change; and,
 - A roadmap to the creation of a pan-Canadian framework for action on climate change and that it should be implemented by early 2017.
- The Federal government announced on March 2, 2016 \$75 million in new funding to the Green Municipal Fund to help municipalities reduce emissions and build climate resiliency. This funding operates as a grant for plans and studies, and as a loan for infrastructure projects.
- The Federal budget allocates \$2.9 billion over five years for climate change initiatives, including funds to support municipality led projects to identify and implement greenhouse gas reduction opportunities.

Provincial Actions – Ontario's Climate Change Strategy

- The Government of Ontario has also appointed a Minister of the Environment and Climate Change, the Honourable Glen Murray.
- In advance of the Climate Summit of the Americas in July 2015 hosted by Ontario, the Province signed on to the "Under 2 MOU". This was an agreement between 11 subnational governments pledging to limit climate change to less than 2°C (3.6°F) similar to the Paris Agreement.
- The Province set GHG reduction targets of 15% below 1990 levels by 2020, 37% below 1990 levels by 2030 and 80% below 1990 levels by 2050.
- The Provincial government announced in 2015 a \$325 million Green Investment Fund and has allocated funds to support electric vehicle charging stations, cleantech innovation, retrofits, among other things.
- The Province also released a Climate Change Strategy ("Strategy") in November of 2015. This high-level document outlines the "...vision for combating climate change..." and is broken down into 22 actions in five areas of focus.

- The Strategy also includes the previously announced cap and trade system that will be linked with Quebec and California. The draft regulation governing the cap and trade program was released on February 25, 2016. A cap and trade system reduces GHG emissions and fights climate change by giving polluters an incentive to cut emissions. It creates a price on carbon emissions by limiting the amount of greenhouse gas pollution that can come from the economy (the cap) and then allowing those covered by the cap to trade among themselves (the trade) in a flexible and cost-effective way. For more details on Ontario's cap and trade system, see Appendix 1.
- The Province has introduced Bill 172, the *Climate Change Mitigation and Low-carbon Economy Act* ("Act"). The Act has a number of functions which include:
 - Ensuring all proceeds from the cap and trade program (estimated to be \$1.9 billion) would be deposited in a Greenhouse Gas Reduction Account that would be used exclusively to reduce emissions. An annual report on funds flowing in and out of the fund and supported initiatives would be required.
 - Putting the Province's GHG reduction targets into law and requiring an action plan every five years to meet those targets. The Act also outlines the required content of the action plan.

Association of Municipalities of Ontario

On November 25, 2015, the Association of Municipalities of Ontario (AMO) and the Union of Quebec Municipalities signed an agreement to collaborate on climate change. In this agreement they requested municipalities to pass a resolution calling on the Federal and Provincial governments to fund municipalities to take action on climate change. The reason for this call is that it is expected that any climate change mitigation and adaptation action will have a large component targeted at cities because:

- 70% of global emissions come from cities; therefore actions to reduce GHGs should be largely targeted there.
- As well, in Canada, cities own two thirds of public infrastructure but collect only 10% of tax dollars. Climate change will exacerbate the already large infrastructure deficit. Actions, and funding, targeted at public infrastructure would increase the adaptive capacity of not only that infrastructure but of cities overall.

Compact of Mayors

The Mayor has been invited on multiple occasions to join the Compact of Mayors ("Compact"). The Compact is a United Nations program for cities to show commitment to taking action on climate change. The Compact establishes an international platform to show cities' collective

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action on climate change with standardized and consistent reporting. To be compliant with the Compact, a city must complete four stages:

- **Commitment:** Public commitment by Council to take action on climate change and to complete the other stages of the Compact.
- **Inventory:** Report on the Compact platform the city's community greenhouse gas inventory and future climate hazards.
- **Target:** Set a community greenhouse gas (GHG) emissions reduction target for the city, and perform a climate change vulnerability assessment for the community.
- **Plan:** Create a community action plan to reduce GHGs and to adapt to climate change.

The City would have three years to reach compliance if it decided to join. A number of cities in Ontario have joined the Compact of Mayors including the City of Toronto, the Town of Oakville, the City of Hamilton, the Regional Municipality of Durham, the City of Kitchener, the City of Windsor, the City of St. Catharines, and the City of London. Other cities in Canada who have joined include Vancouver, Edmonton, and Montreal.

Comments

This report has been a collaborative effort by City staff from the Financial Strategies section, Corporate Services Department, and the Environment Division, Community Services Department.

1. Cap and Trade Impact

Municipalities are not a part of the cap and trade program. The impact of the cap and trade program on the City will be mainly on the price of any fossil fuel based products that the City purchases. Based on the current forecast for the price of carbon:

- The price of a litre of gasoline would increase by 4.3 cents;
- The price of a cubic metre of natural gas would increase by 3.3 cents;
- The recently released Provincial budget was silent on the price of diesel, but staff estimate the price of a litre of diesel would increase 4.7 to 4.9 cents; and,
- Other products may also see increases as a result of the upstream use of fossil fuels.

The increase in gasoline and estimated increase in diesel is anticipated to result in an increased fuel cost of approximately \$950,000. Staff continues to monitor the price of fuel and City consumption and will report out in the budget process with assumptions.

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The draft regulation also includes a reference to the creation of an offset credit program. A separate regulation governing this program will be released later this year. While the City is not a part of the cap and trade program, it could participate in the credit program to create credits based on Corporate greenhouse gas reduction activities and have them sold in the carbon market for the cap and trade program. However participation in this program means:

- The City could not accept any financial incentives for greenhouse gas reduction activities planned for the sale of credits. By accepting incentives the City typically gives up its right to sell credits to the party giving the incentive.
- Third-party verification of the greenhouse gas reductions achieved in the activity is needed, at the City's expense.

2. Funding Announcements Impact

Funding from the Federal government is being provided to municipalities through the Green Municipal Fund. This funding operates as a grant for plans and studies, and as a loan for infrastructure projects.

All of the funding outlined above from the Provincial government has thus far been targeted towards climate change mitigation. The Province has yet to announce any funding targeted specifically to municipalities. However, the City has applied for funding for the installation of electric vehicle charging stations, the only funding it is eligible for so far.

3. Actions Targeted at Municipalities

It is highly expected that actions targeted towards cities will be included in the Federal and Provincial governments' action plans, because of the large role cities play in both climate change mitigation and adaptation. The Provincial government's action plan is anticipated in May and the Federal government's in October. Until these plans are released, the impact on the City is unknown.

4. Compact of Mayors

The financial and staffing implications of doing a community climate change plan and associated annual reporting required under the Compact of Mayors is not well understood. Staff from the Environment Division, Community Services Department, has initiated work with staff from across the organization to develop a strategic direction and proposed scope of work for a climate change plan for the City. Funds will be requested in 2017 as part of the business planning process to develop a climate change plan. Work will progress through 2016 and 2017 with completion of the plan anticipated in 2018. A decision on joining the Compact will be deferred pending the completion of the plan.

Strategic Plan

Climate change action supports the Green Pillar of the Strategic Plan. The Green Pillar has a visionary goal of Mississauga becoming a "net-zero" carbon city. This supports the strategic goal "Lead and Encourage Environmentally Responsible Approaches".

Financial Impact

The Province's cap and trade program will have an impact on the cost of fossil fuels the City buys as outlined in the Comments section above. The 4.3 cent increase in gasoline and 4.9 cent estimated increase in diesel is anticipated to result in an increased fuel cost of approximately \$950,000. Staff continues to monitor the price of fuel and City consumption and will report out in the budget process with assumptions.

There may be other financial implications as additional details become available (e.g. there may be an opportunity to sell credits in the carbon market from City greenhouse gas initiatives).

Development of a climate change plan will be requested in the 2017 budget. This request will be subject to the City's business planning process.

Conclusion

Climate change is an emerging issue at the federal and provincial levels. There have been a number of recent events, announcements, and actions on climate change that have raised the profile of the issue in the country.

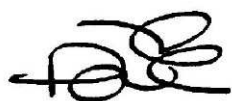
The Province's cap and trade program will have an impact on the cost of fossil fuels the City buys. There may be an opportunity to sell credits in the carbon market from City greenhouse gas initiatives in the future.

Despite multiple announcements, there has been little funding targeted specifically at municipalities to take action on climate change. Actions targeted at municipalities, while expected, will not be known until action plans are released by the Federal and Provincial governments.

Staff from the Environment Division, Community Services Department, has initiated work with staff from across the organization to develop the strategic direction and proposed scope of work for a climate change plan for the City. A decision on joining the Compact will be deferred until completion of the plan.

Attachments

Appendix 1: Ontario's Cap and Trade System



Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Julius Lindsay, Community Energy Specialist

Appendix 1**Ontario's Cap and Trade System**

In the cap and trade system:

- A cap is put on the total amount of emissions allowed for all participants. This total is converted into the total amount of credits available. Participants include organizations that undertake any of the following activities:
 - Emit over 25,000 metric tonnes of carbon dioxide per year at a single facility and thus are required to report under regulation;
 - Electricity importation;
 - Natural gas distribution; and/or,
 - Petroleum (gas, diesel, etc.) product supplying.
- Each participant may be allocated a portion of the total credits. Credits are also sold and auctioned by the government at various points throughout the year.
- At the end of each period, participants must have enough credits to cover their total emissions for that period.
- If participants have excess credits, they can sell them on the carbon market to other participants. If participants have a shortfall, they must buy credits from others in the market or from the government.
- Emission reductions are driven in a few ways:
 - The desire to reduce/avoid costs of buying credits;
 - Reducing the number of credits allocated free of charge over time;
 - Adding a new revenue stream by selling credits;
 - Setting the total number of credits to a level lower than total actual emissions, so that for most large emitters, buying credits does not work as the sole solution, some reduction of emissions is still required; and
 - Reducing the total number of credits over time, driving further reductions.

City of Mississauga Corporate Report



Date: 2016/05/05

To: Chair and Members of General Committee

From: Paul Mitcham, P. Eng, MBA, Commissioner of
Community Services

Originator's files:

Meeting date:
2016/05/18

Subject

Draft Public Art Master Plan

Recommendation

That the Draft Public Art Master Plan (PAMP) as outlined in Appendix 1 attached to the Corporate Report dated May 5, 2016 from the Commissioner of Community Services entitled "Draft Public Art Master Plan (PAMP)" be approved.

Report Highlights

- Culture developed the City's first master plan related to public art, which builds upon the Council endorsed Framework for a Public Art Program and Corporate Policy and Procedure – 05-02-07 – City Acquired Art
- The ultimate goal of the master plan is to establish a unique artistic identity for Mississauga through the formation of a design and curatorial outline
- PAMP supports City's existing planning vision, development and revitalization initiatives as well as various related strategies, and will commence in consultation with staff, key stakeholders and the community
- As a result of stakeholder feedback and priorities set out in various City planning documents, five priority zones have been identified for future public art projects: Existing Infrastructure Projects, Heritage Sites, Pedestrian Zones within Intensification Areas, Waterfront and Major Transit Hubs and Corridors
- The PAMP provides 54 recommendations designed to direct the implementation of a continued successful Public Art Program over the course of the next five years.

Background

Since the formation of the Public Art Program in 2010, the City of Mississauga has demonstrated its cultural relevance in attracting the development industry, the arts sector, as

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well as new residents and visitors. The PAMP is an important tool in the continued implementation and expansion of the City's Public Art Program. This document builds on Corporate Policy and Procedure -05-02-07-City Acquired Art, and the Framework for a Public Art Program approved by Council in July 2010. The Framework includes eight recommendations:

1. Endorse public art through various tools offered through the Planning Act
2. Establish the City's Public Art Program and funding structure within the Culture Division, to include both civic and private developer public art programs
3. Create a Public Art Master Plan to guide the City's Public Art Program over a period of at least 3-5 years
4. Establish a Public Art Reserve Fund to be managed in accordance with the Public Art Master Plan
5. Approve the implementation of arm's length art selection juries composed of art and design professionals to adjudicate various projects initiated by the Public Art Program
6. Establish standards and guidelines that follow North American best practice for the acquisition and de-accessioning of public art
7. Develop education and promotional strategies to increase public awareness of public art, architecture and urban design in the city; and to increase the support for public art from local businesses and private developers
8. Establish adequate staffing levels within the Culture Division and ensure that staff have skills in management and art curatorial practices.

To date, six of the eight recommendations have been implemented. Recommendations #3 and #4 above are currently being addressed through the draft PAMP and will further delineate the City's priorities and processes pertaining to public art in order to effectively guide the program over the next five years.

Public art has the ability to boost local industry and tourism and can lead to a strengthened sense of civic pride and community. The Public Art Program enhances the quality of life for Mississauga's residents and creates memorable experiences for visitors.

Comments

In 2013, a Request for Proposals was issued for the development of a city-wide Public Art Master Plan funded through the Public Art Program capital budget. An internal Steering Committee was formed to oversee the process. Feedback received from stakeholders during the engagement process was overwhelmingly supportive of the implementation of a city-wide Public Art Master Plan. The resulting PAMP aligns with the City's Cultural Policy to encourage vibrant places through public art and is supportive of the City's existing planning, development and revitalization initiatives.

Extensive consultation with stakeholders and the community led to the identification of: five priority zones for public art (Existing Infrastructure Projects, Heritage Sites, Pedestrian Zones

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within Intensification Areas, Waterfront and Major Transit Hubs and Corridors); a detailed curatorial approach and site selection criteria; as well as 54 accompanying recommendations. The successful implementation of these recommendations is dependent on a phased approach and will address the following priorities:

Policy

Recommendations grouped under this category speak to immediate directions that will ultimately result in a review and refresh of Corporate Policy and Procedure-05-02-07-City Acquired Art. The current policy needs to continuously be kept up to date in order to reflect industry best practices.

Funding

The recommendations identified under this category are mostly to be implemented in the second or third year following Council endorsement. An interdepartmental working group will be tasked with detailing any budget and resource implications so that they may be considered as part of the City's annual business planning process.

Partnerships

Immediate and ongoing implementation is anticipated for recommendations itemized in this category. The importance of continued collaboration with public and private partners is a necessary means to effectively grow the Public Art Program.

Opportunities

Define a strategic curatorial direction through the identification of specific opportunities for temporary and permanent public art within the five priority zones. Implementation will be phased over the next five years.

The PAMP builds on the foundation that has already been set in place by the Framework and accompanying Policy documents. The definitive goal of the master plan is to establish a unique artistic identity for Mississauga through the formation of a design and curatorial outline. The PAMP articulates a set of guidelines with respect to planning, selection, and maintenance of public art for the City of Mississauga and its residents for the next five years. Through its curatorial approach, the PAMP also ensures future public art projects consider the uniqueness of each community, its people and their stories.

Public art will continue to be developed across Mississauga by the City's Public Art Program, as well as other public sector and private partners. The PAMP advocates for a coordinated planning approach to the creation and installation of public art throughout Mississauga based on a strategic curatorial approach. The PAMP is to be read and used in context with the City's existing strategic and planning documents and will evolve in accordance with changes in urban development and policy.

Strategic Plan

Connect – completing our neighbourhoods.

Prosper – cultivating creative and innovative businesses.

Belong – ensuring youth, older adults and new immigrants thrive.

Financial Impact

Culture Division staff will continue to work with the Planning and Building Division to achieve a minimum 0.5% for public art from the construction budgets of significant and/or large-scale private developments through the use of applicable planning tools and mechanisms.

A number of recommendations within the Public Art Master Plan identify that there may be new human resource or budget implications. Some of these recommendations could be funded by the City (#14, 17, 20, 27, 30, 53, 54) while others could be funded by developers or other funding sources (#18, 21, 22, 23, 24). Detailed costs and their funding sources will be confirmed by staff through the newly proposed Public Art Working Group (PAWG) and brought forward for consideration as part of the normal business planning process.

Conclusion

The City of Mississauga is committed to supporting and investing in the arts community. The approval of the attached draft PAMP is necessary to grow a robust and sustainable Public Art Program. The PAMP document is reflective of extensive internal and community consultation and will assist in maximizing public benefit.

Following endorsement by Council, the PAMP should be integrated into City planning policies and urban design guidelines.

Attachments

Appendix 1: Draft Public Art Master Plan (PAMP)



For

Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Yvonne Koscielak, Public Art Coordinator, Culture Planning, Culture Division

Public Art Master Plan

Acknowledgements:

The City of Mississauga Public Art Master Plan document was prepared jointly by City of Mississauga Culture Division and Andrew Davies Public Art Consulting. The maps in Section 2.2 were created by DTAH.

The following is based on the outcome of the hard work, creative visioning and consultation with a variety of stakeholders over a period of 3 years.

Thank you to former and current City of Mississauga staff for their contributions, and in particular the Steering Committee and Core Working Team representing the following departments: City Manager's, Community Services, Corporate Services, Planning & Building and Transportation & Works. Your thoughtfulness, time and energy is very much appreciated.

Cover Page: the cover image represents the first commissioned public artwork by the City of Mississauga. *Great Bear and the Seven Hunters* by Sharon McCann, City of Mississauga Public Art Collection. Can be seen in Council Chambers (Civic Centre). Photo credit: Light Monkey Photography



Mississauga Public Art Master Plan (PAMP)

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1

**EXECUTIVE
SUMMARY**

“Mississauga will promote a strong civic identity and a city of experiences that celebrate the attractive and vibrant waterfront, the Downtown and communities, the rich history and cultural diversity, high architectural standards and quality public art.”
(Section 4.5 Mississauga Official Plan)

The City of Mississauga Public Art Program has experienced tremendous success since its inception in 2010. Since this time it has almost doubled in size and currently includes over 20 permanent installations on publicly owned lands. In order to effectively grow the Public Art Program, the Culture Division, which manages the program, undertook the development of a Public Art Master Plan to support the planning, development and conservation of public art across the city.

Mississauga’s first ever Public Art Master Plan (PAMP) is an extension of the Framework for a Public Art Program (2010) and Corporate Policy and Procedure 05-02-07-City Acquired Art. The ultimate goal of the PAMP is to establish a unique artistic identity for the city through the formation of a design and curatorial outline. The PAMP provides specific recommendations designed to direct the development and implementation of a successful public art program over the next five (5) years from 2016 - 2020.

The PAMP’s vision is that *Mississauga’s Public Art Program will be progressive and thought provoking: playing on the community’s distinct assets.*

The PAMP builds upon existing planning, development, and revitalization initiatives and strategies and will commence in consultation with City staff, key stakeholders, as well as the public. The focus is on the following five (5) priority zones which have been identified for future public art projects:

1. Existing Infrastructure Projects
2. Heritage Sites
3. Pedestrian Zones within Intensification Areas
4. Waterfront
5. Major Transit Hubs and Corridors

In order to successfully implement the PAMP, the City of Mississauga Culture Division will need to continue to initiate partnerships with institutions and the private sector, engage the public and key stakeholders, and sufficiently staff public art initiatives.

2

BACKGROUND

2.1 INTRODUCTION

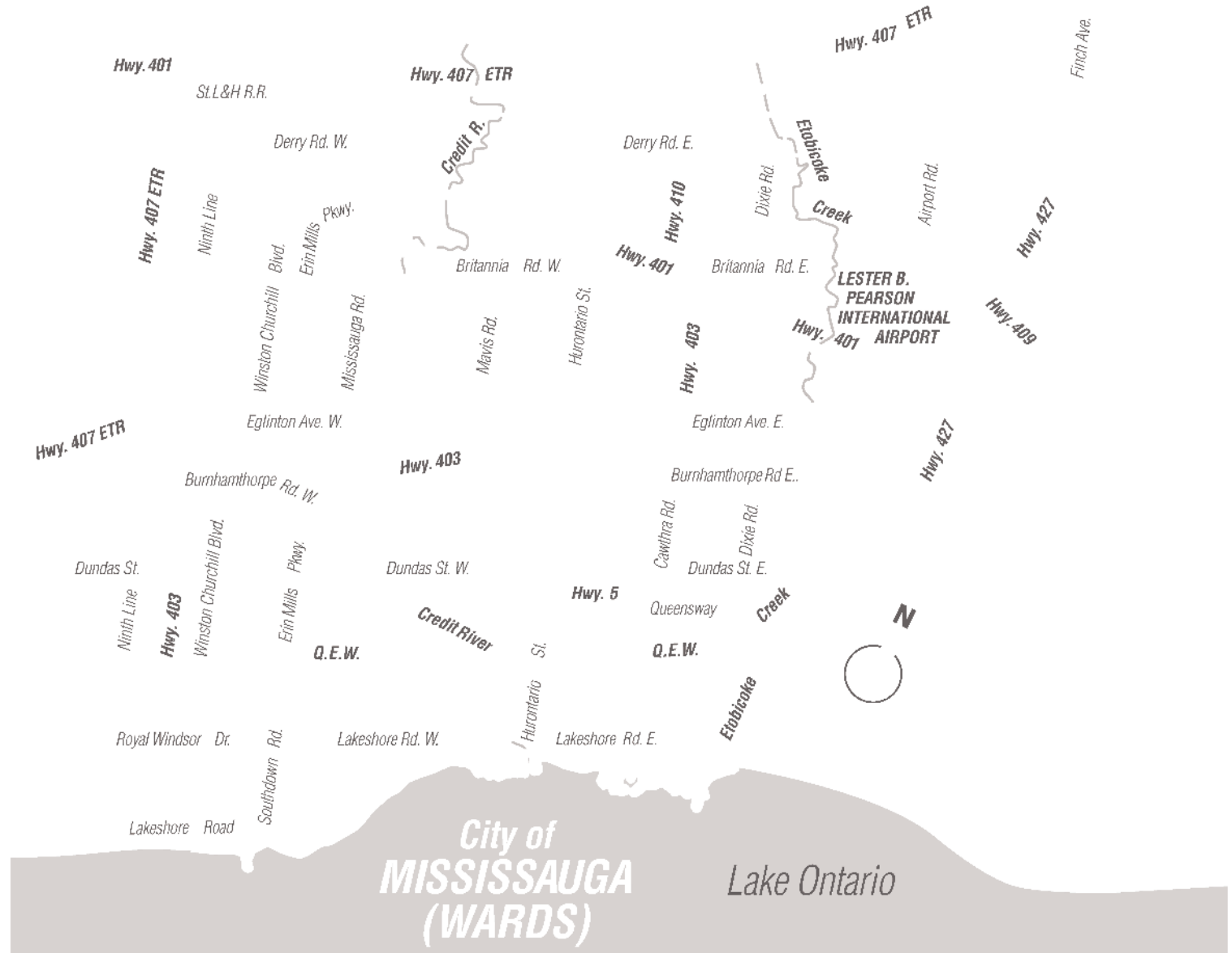
The City of Mississauga is committed to supporting and investing in the arts community. Established and formally approved by City Council in 2010, the Public Art Program aims to characterize Mississauga as a vibrant and creative community where people want to live, work and play. Mississauga's Public Art Program demonstrates the City's economic and cultural relevance in attracting the development industry, the arts sector, as well as new residents and visitors. Public art has the ability to boost local industry and tourism and can lead to a sense of ownership and pride within the community. A variety of permanent and temporary public art installations enhance the quality of life for Mississauga's residents and create great experiences for visitors.

The City of Mississauga was incorporated in 1974 and in just over forty years it has grown to become Canada's sixth-largest city. The green-fields that once dominated the city's landscape have nearly disappeared and the existing community seeks a greater level of sophistication in civic expression, representation and celebration. Mississauga has immense potential to develop a unique character and identity by creating a compelling and enriched environment through public art.

The role of art in the public realm is as old as civilization itself. Historically, it consisted of 'monuments to power' being an imperial, mythical, religious, or military nature. This is evident throughout the urban landscape of cities around the world. Today, the medium finds itself under the jurisdiction and close scrutiny of a new order: the public itself. Public art has evolved and continues to move closer to becoming an integral component in the design of civic spaces.

BACKGROUND

MISSISSAUGA WARD MAP



2

BACKGROUND

Permanent public art examples in Mississauga:

“Possibilities”
Michel de Broin, 2012

Renowned artist Michel de Broin created “Possibilities”, an aluminum sculpture of eight colourful arrows. The arrows are inspired by the colours and shapes of oversized 1950s roadside signs – a reference to Mississauga’s development during the golden age of the automobile, while pointing to endless future possibilities.



“Titled Spheres”
Richard Serra, 2003-2004

Serra is an internationally recognized American sculptor and artist. This work, located in Pearson International Airport’s International Departures Lounge, is one of his finest. Carefully placed curving steel plates produce their own echo in this interactive environment.



“Contemplating Child”
Ferruccio Sardella, 2014

The large-scale Cor-Ten steel sculpture can be found in Mississauga’s Community Common Park. The artwork speaks to stewardship of family, community and home, and has become a seamless fit for the site and its surroundings. Utilizing a primitive, childlike approach, the sculpture presents a gesture of a seated child in repose.

2

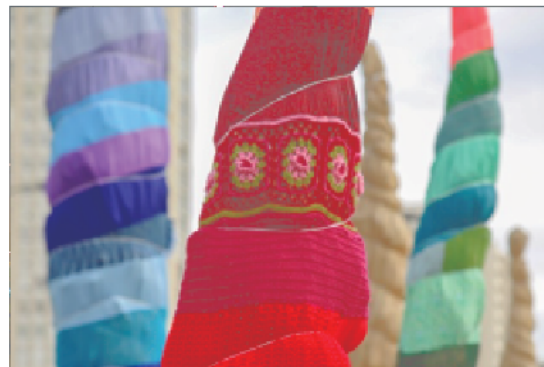
BACKGROUND

Temporary public art examples in Mississauga:



“Art of Sport: Fitness Follies”
RAW Design, 2015

Commissioned by the City of Mississauga and funded by the Community Celebrations Fund for the TORONTO 2015 Pan Am / Parapan Am Games through Canada Heritage, Art of Sport: Fitness Follies was an abstract collection of sculptural objects that paid homage to outdoor fitness trails.



“Tree Quilts”
Fugitive Glue, 2014 - 2015

The City of Mississauga Culture Division and Parks and Forestry Division jointly commissioned arts collective Fugitive Glue to develop a temporary public art installation intended to animate one of Mississauga’s busiest downtown corridors for the 2014 winter season.



“Crossing Pedestrians”
Roadsworth, 2011

This work by Roadsworth sends the message that Mississauga’s downtown is entering into a phase of development that supports a pedestrian friendly environment. Painted figures replace the usual rectangular bars of the pedestrian crosswalk.

2

BACKGROUND

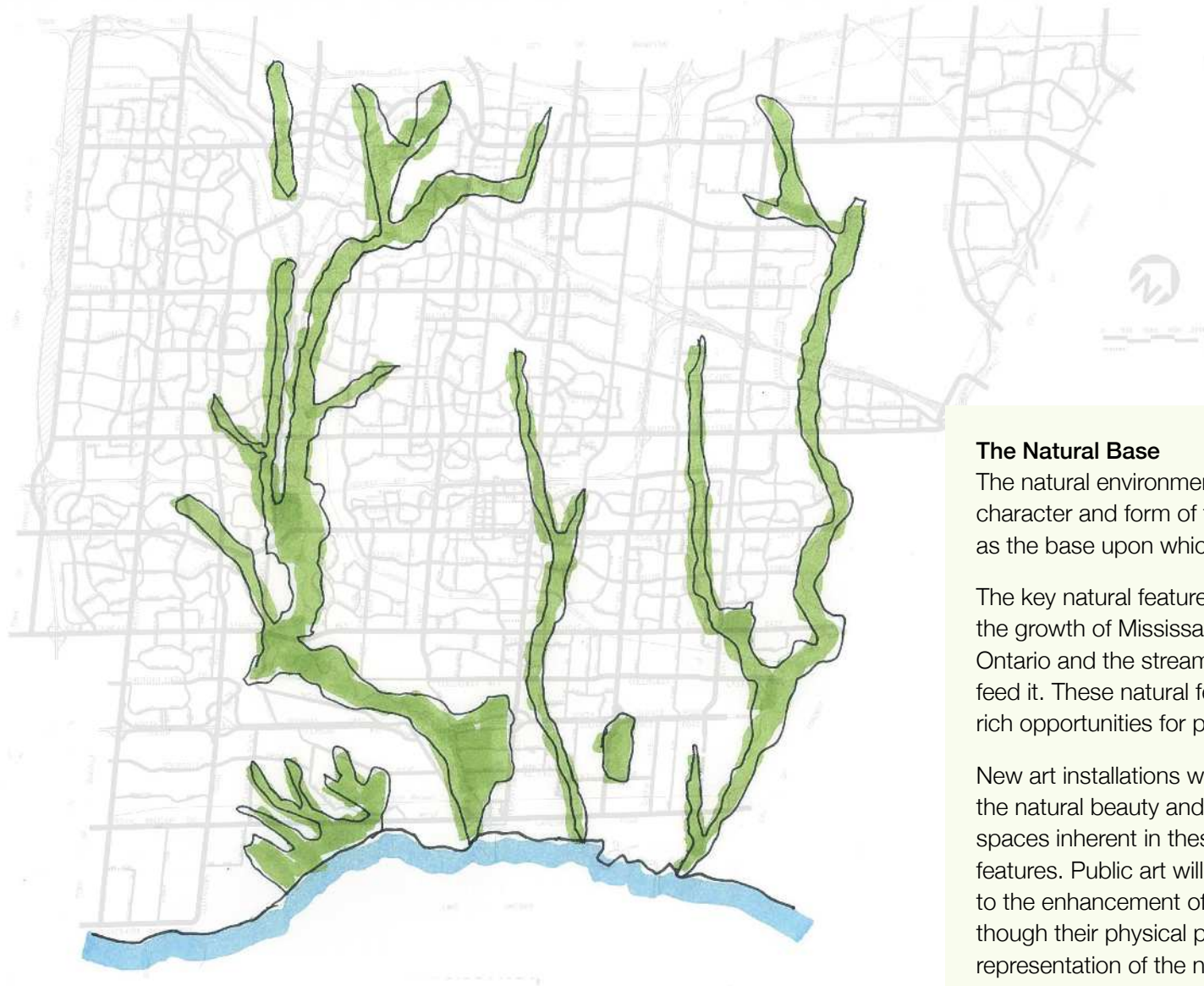
2.2 COMMUNITY PROFILE

The Mississauga PAMP ensures future public art projects consider the uniqueness of each community, its people and their stories. The PAMP also ensures public art reflects the context in which the artwork is located in order to maximize public benefit.

The PAMP focuses public art investment along natural environment features, at transit corridors, at intensification nodes and in the urban core. The following maps provide a general overview of The City of Mississauga and foundation for the recommendations, Public Art Zones, and curatorial themes to follow. The map layers build upon one another through the document and draw upon priorities identified in the Mississauga Official Plan.

2

BACKGROUND



The Natural Base

The natural environment influences the character and form of the City, acting as the base upon which it develops.

The key natural features that influenced the growth of Mississauga include Lake Ontario and the streams and rivers that feed it. These natural features provide rich opportunities for public art.

New art installations will benefit from the natural beauty and generous spaces inherent in these natural features. Public art will also contribute to the enhancement of these places through their physical presence and representation of the natural and built environments.

2

BACKGROUND



The Prominence of Vehicles

The location and history of Mississauga favoured the development of a vehicle-dominant transportation system.

Opportunities for effective public art in vehicle-dominant city forms can be more limited because of a lower pedestrian population and the prevalence of large scaled spaces and corridors.

The Mississauga Official Plan encourages the development of city forms and systems that are less reliant on the personal automobile. The PAMP zones for public art will target the densest pedestrian zones.

2

BACKGROUND



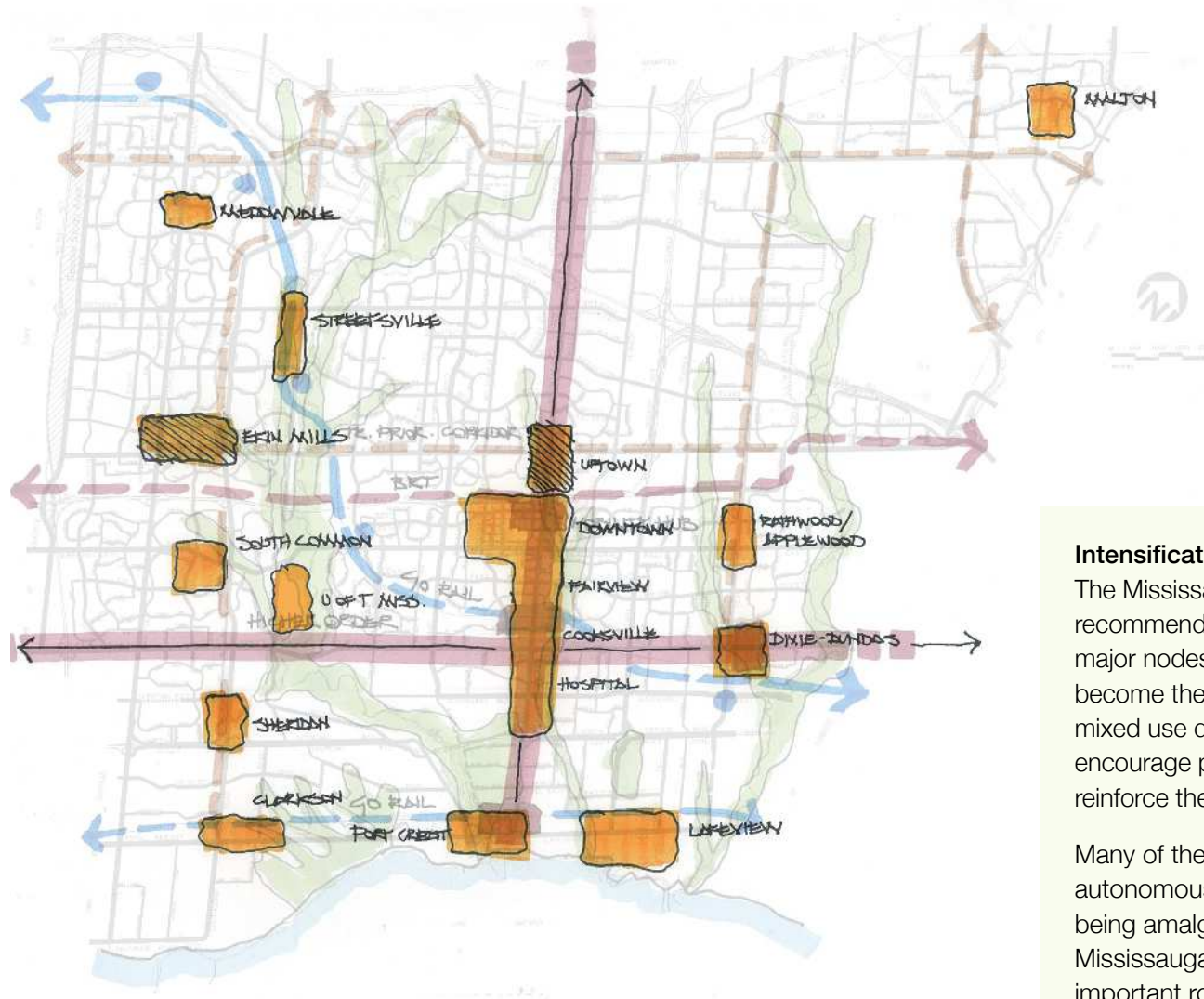
A Comprehensive Transit Network

A key strategy in the Mississauga Official Plan is the development of a comprehensive transit network. The network features mobility hubs located at major multi-modal intersections. Since all transit riders are pedestrians (at the beginning and end of their trips), mobility hubs present major opportunities for pedestrian-friendly, mixed-use developments.

The high concentrations of pedestrians associated with public transit create numerous opportunities for public art.

2

BACKGROUND



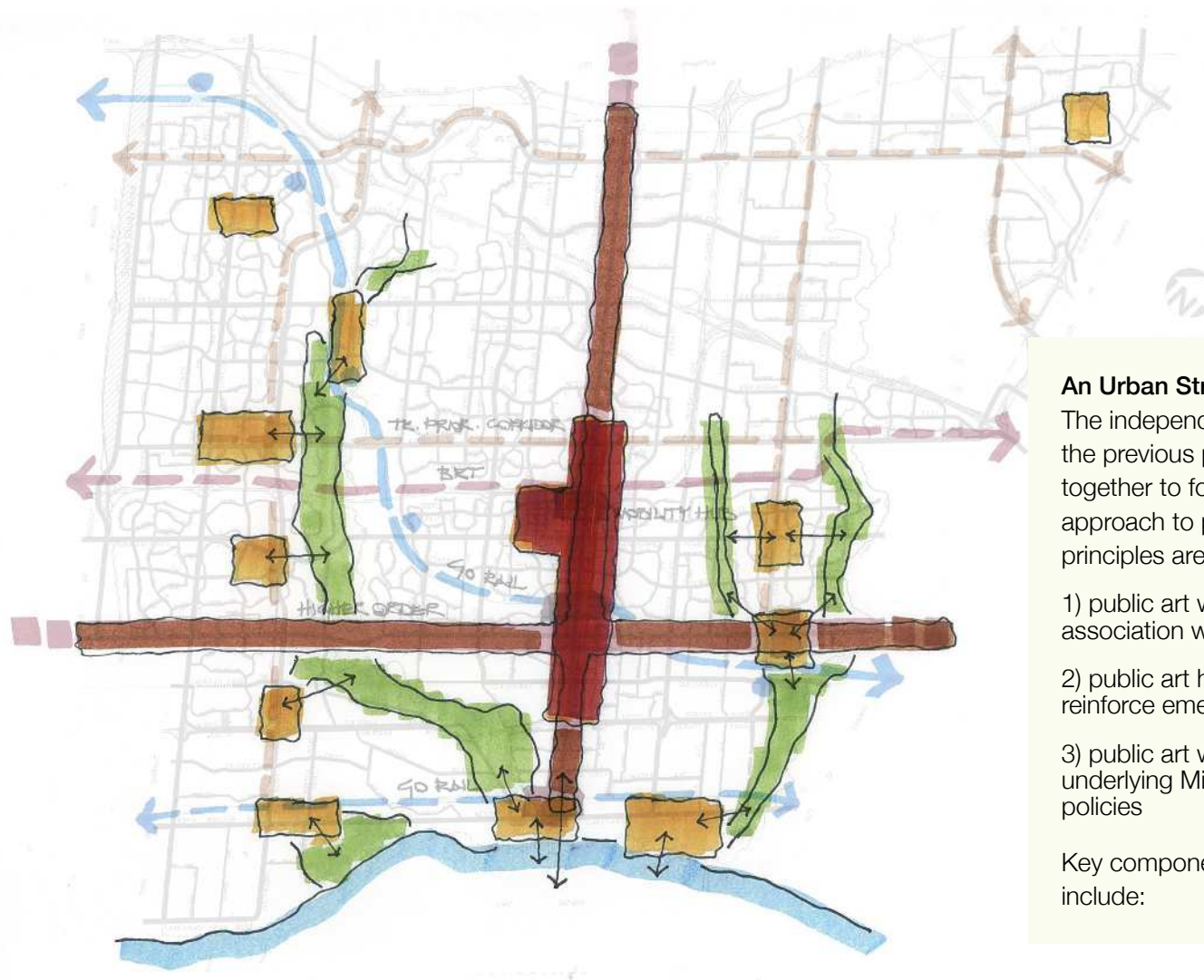
Intensification Nodes

The Mississauga Official Plan recommends that the downtown, major nodes and community nodes become the nuclei of additional mixed use development which will encourage pedestrianization and reinforce the urban character.

Many of these communities were autonomous settlements before being amalgamated into the City of Mississauga. Public art will play an important role in telling the narrative of these settlements and reinforcing their urban structures.

2

BACKGROUND



An Urban Structure for Public Art

The independent ideas presented on the previous pages can be brought together to form a consolidated approach to public art. The key principles are:

- 1) public art will benefit from an association with strong urban forms
- 2) public art has a responsibility to reinforce emerging strong urban forms
- 3) public art will support the narrative underlying Mississauga Official Plan policies

Key components of the approach include:

Strategic Direction – Focus public art investment in the following areas:

Urban Core - Downtown Mississauga is a high priority area for public art.

Primary Transit Corridors - The primary transit corridors are fertile ground for public art.

Intensification Nodes - Future mixed-use developments should be accompanied by new public art.

Natural Base - The waterfront and the natural river corridors should be animated and celebrated through public art.

2

BACKGROUND

2.3 DEFINITIONS AND TERMS

Acquisition: obtaining art through commission, purchase, donation, gift or bequest. For more detailed information related to the acquisition of art for the City of Mississauga collections, refer to the City's Corporate Policy and Procedure 05-02-07- City Acquired Art.

Art: cultural objects and artistic items that may be created/ guided by professional/recognized professional/trained artists, such as, but not limited to, prints, fine art posters, sculpture, fine art photography or paintings acquired by the Corporation through commission, purchase, donation, loan or lease.

Beautification Projects: aesthetic projects created and lead by community members, although an artist may be hired to assist in the process. These projects are important community-building exercises but may not follow customary public art processes and policies. These projects do not fall under the definition of Public Art or the City of Mississauga Culture Division's Public Art Program. The City does not have the same legal obligations for the maintenance and protection of the artist's moral rights for Beautification Projects. The City's Beautification Program is managed by Parks and Forestry.

Best Practices: recommended principles based on widely accepted artistic and professional standards for the commissioning of public art.

Business Improvement Area (BIA)¹: the following BIAs currently exist in Mississauga: Streetsville, Port Credit, Malton, and Clarkson. A BIA is a geographic area in a municipality. A BIA board of management is an organization set up to provide certain business promotion and improvement functions within that area.

CARFAC²: Canadian Artists' Representation/Le Front des artistes canadien (CARFAC) is a federal non-profit corporation serving as the national voice for Canada's professional visual artists. As a non-profit association and a National Art Service Organization, their mandate is to promote the visual arts in Canada, to promote a socio-economic climate that is conducive to the production of visual arts in Canada, and to conduct research and engage in public education for these purposes. It is the standard practice of the City of Mississauga to pay artists and arts professionals according to the current CARFAC Minimum Fee Schedule.

Community Art: temporary or permanent art that is based in a community setting, often publically accessible and involving the community in its creation through collaboration, production, and/or dialogue. Community Art can be created by community members or by engaging a professional artist(s) in the process.

2

BACKGROUND

Community Node: the Mississauga Official Plan identifies ten Community Nodes in Mississauga, namely: Clarkson Village, Dixie-Dundas, Lakeview, Malton, Meadowvale, Port Credit, Rathwood-Applewood, Sheridan, South Common, and Streetsville.

Copyright: the exclusive right to produce or reproduce a work of art in any form. In accordance with the Canadian Copyright Act, copyright privileges shall remain with the artist unless assigned or licensed by the artist to another party. Copyright in Canada is automatic upon creation of a work and usually lasts for the artist's lifetime plus fifty years.

Corporate Art: for the purposes of this document, Corporate Art refers to all art that is owned by the Corporation of the City of Mississauga.

CPTED³: Crime Prevention Through Environmental Design (CPTED) is a proactive design philosophy built around a core set of principles that is based on the belief that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime as well as an improvement in the quality of life.

Cultural Landscape: settings that enhance community vibrancy, aesthetic quality, distinctiveness, sense of history and/or sense of place. The City of Mississauga adopted a Cultural

Landscape Inventory in 2005 and was the first municipality in Ontario to do so. All cultural landscapes are listed on the City's Heritage Register. Cultural landscapes and features include historic settlements; agricultural, industrial, urban, residential, civic and natural areas; parks; scenic views; scenic roadways; bridges; and wall formations.

Digital Art: temporary or permanent art that uses digital technology as an essential part of the creation, process and/or presentation.

Donation: a gift of Art, which has been given voluntarily and without compensation or non-monetary consideration (e.g. advertising, promotion, services, etc.). Donations may be classified as Corporate Art, Memorial Art or Public Art.

Heritage Conservation District: a defined area of buildings and properties designated under the Ontario Heritage Act. The City of Mississauga has designated two heritage conservation districts: Meadowvale Village and Old Port Credit Village. Heritage Conservation Districts enable the City to manage and guide change through the adoption of a plan and guideline for the conservation, protection and enhancement of each area's special character.

2

BACKGROUND

Hoarding Art: temporary artwork installed on, around or near a development or construction site, commissioned or approved prior to its creation by the property owner or developer. The primary purpose of hoarding art is to aesthetically enhance the public realm.

Installation Art: three dimensional works of art that are site-specific and often intended to transform the public's perception of a space.

Intellectual Property Rights: the legal rights that pertain to ideas and creations in the artistic field. IP Rights are defined by federal statute in Canada and include copyright and moral rights.

Light-based Art: site-specific light installations that often use the natural and built environment and can be temporary or permanent. May be either indoor or outdoor and can include sculpture, multi-media, projections, video art and photography.

Living Heritage: the recognition of people as connected to their heritage, defined more broadly than physical components but to include cultural expressions and practices. Living heritage honours the unique importance of each human life of the past, present and future, and is an inclusive concept that recognizes the desire to connect with others and share our stories.

Memorial Art: art that is designed to honour a particular individual or to commemorate a particular event and is created by a professional artist and acquired by a process administered by the City.

Moral Rights: personal rights which connect artists to their work. These rights cannot be assigned or licensed, however they can be contractually waived by the artist. Moral rights include the artist's right to be associated with the work and the artist's right to the integrity of the work.

Mural Art: commissioned public art or approved prior to its creation by a property owner or occupant, where the primary purpose is to aesthetically enhance the general surrounds as well as the surface it covers.

Museums of Mississauga: a collection of heritage buildings that have been restored to visually narrate the early settler experience and life in the nineteenth century through to the modern era. The three Museums of Mississauga include: Benares House, Bradley Museum and Leslie Log House.

Public Art Working Group (PAWG): a proposed inter-departmental working group. The PAWG should have representation from all relevant City departments that undertake work which might include or align with public art.

2

BACKGROUND

Percent for Public Art: a way for a municipality to secure funds for public art through the planning and development approval process. The City of Mississauga encourages a contribution equal to 0.5% (at a minimum) of the gross construction costs of the development.

Placemaking: a collaborative and multi-faceted process to the planning, design and animation of public spaces. Placemaking has the ability to inspire a community to reimagine and reinvent familiar public spaces and builds character and quality of place.

Professional Artist⁵:

Emerging artist: an artist in the early years of their professional career who may have had previous professional exhibitions, commissions, presentations and/or installations.

Mid-career artist: an artist who has received basic training in their artistic field, has practiced their art for at least 4 full years in a professional context.

Established artist: an artist who has an extensive body of work, a history of national and/or international presentation and who has achieved wide recognition.

Public Art: for the purposes of the PAMP, public art refers to art found in the public realm that has undergone a formal art selection process administered by Public Art Program staff. Public art is publicly accessible to all citizens and can be in any medium/media, take on any shape, form or scale. Public art can be permanent or temporary. Public art can include, but is not limited to, community art, mural art, installation, digital, hoarding, sculpture and street art. These works can be stand-alone site-specific works or they can be integrated or semi-integrated into other functioning design elements such as street furniture, architecture or landscape architecture.

Temporary Public Art: can exist as an installation or festival, and is not intended to last forever. Temporary public art can last for a few months to up to 15 years, and will only be maintained if damages occur within the given time period.

Permanent Public Art: most commonly existing as a sculpture, permanent public art has also been integrated into playgrounds, and public squares. Permanent public art will require a maintenance plan and maintenance budget, and its conception often integrates a certain level of community consultation, as it will become a feature of the community.

2

BACKGROUND

Public Art Program: formally established in 2010, the City of Mississauga's Public Art Program aims to contribute to the unique identity of Mississauga. The program is managed by the City's Culture Division and helps to create vibrant public spaces and streetscapes, making Mississauga a place people want to live in, work in and visit.

Public Space: a place to which the public has access, as of right or by expressed or implied invitation.

Sculpture: three-dimensional art that is created by carving, casting or other shaping techniques.

Street Art: art developed in public spaces that encompasses different media, techniques and subject matter. Street art can include, but is not limited to, traditional graffiti, stencil graffiti, sticker art, wheatpasting, video projection, art intervention, flash mobbing, street installations, poster art, LED art, mosaic tiling, yarn-bombing, and tactical urbanism.

Tactical Urbanism: represents low-cost, temporary changes to public spaces and the built environment to address immediate needs to provide temporary alternatives to urban problems. Tactical urbanism can take on many forms such as street art, performance, digital art, mapping and wayfinding, streetscape improvements, intersection repair, community gardening and pop-up urban interventions.

**Please reference the Mississauga Official Plan, Cultural Policy and other City documents for any further definitions.*

2

BACKGROUND

2.4 PUBLIC ART EXAMPLES

Temporary and / or permanent public art can come in many different forms, type, medium/media, duration, etc. Public art may exist as a revolving exhibition, a permanent sculpture, or a special event in the form of an outdoor exhibition or festival. Public art has the opportunity to address current issues or a specific theme, and can be used to promote the use of public space. The following are examples of the many types of temporary and permanent public art to draw on as inspiration for the PAMP's vision and guiding principles.



From Left to Right: Hense, 700 Delaware, Photo by Andy Butler; Konstantin Dimopoulos, Blue Trees, Photo by Konstantin Dimopoulos; Mehmet Ali Uysal, Skin, Photo by Mehmet Ali Uysal

From Left to Right: Aram Bartholl, MAP, Photo by Anne Foures; Fra.Biancoshock, Street Hunger, Photo by Fra. Biancoshock; GKR Scaffolding at Lancaster Gate, Photo by GKR Scaffolding



2

BACKGROUND

6.4



Left to Right: Kurt Perschke, The RedBall Public Art Project, Photo by Martin and Martin; Filthy Lurker, Paint the Town Red, Photo by Filthy Lurker; Sexta-Feira, The Umbrella Sky, Photo by Patricia Almelda;

Left to Right: Jaume Plensa, Crown Fountain, Photo by City of Chicago; Lawrence Argent, I See What You Mean, Photo by Denver Convention Center; Claudia Ravaschiere and Michael Moss, Street Cathedral, Photo by Gabrielle Schaffner



3

STRATEGIC FRAMEWORK

3.1 MISSION

The overall goal of the PAMP is to establish a curatorial and design outline which will guide the City's Public Art Program for the next five (5) years, 2016-2020, for both permanent and temporary public art installations. This work will be done in consultation with City staff, key stakeholders, and the public. The PAMP includes the following:

- Public art opportunities and ideas that can be realized in the next 5 years
- Public art ideas that can facilitate the creation of a cultural corridor
- Prioritization of potential sites within Mississauga that reflect the public art guiding principles
- Types of public art to be considered for each site
- Areas for temporary public art opportunities as well as those that might be appropriate for future permanent works
- Recommendations of how to select works of art
- Education and public engagement opportunities on the PAMP

It is important that moving forward the Public Art Plan continues to build on these assets, as this will set the framework for a unified cultural experience that will provide the identity of an innovative and progressive community. This approach will align the PAMP with the work currently being planned and developed in other Departments across the Corporation.

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STRATEGIC FRAMEWORK

The PAMP is a guiding document designed to prioritize sites and opportunities for public art and inform capital budget requests. The PAMP is set out to address the next (5) years and should complement existing plans. In identifying and prioritizing key public art opportunities, the PAMP builds upon ongoing planning, development and revitalization initiatives within the City.

The PAMP also outlines a consistent direction for the selection of sites and themes that will be addressed over the next (5) years. It is recommended that temporary and permanent works selected be of a progressive nature in keeping with the City's desire to attract new citizens and provide the cultural elements that support a place to live and work. Progressive work should refer to a sense of forward thinking and an interest in innovation, setting a cultural direction that is conducive for attracting highly skilled young professionals.

Engaging with the community to participate and facilitate the PAMP is key to its success. Community stakeholders should be provided with the opportunity to review proposals and provide feedback as part of the selection process. It is important that art selection committees be made up of a majority of educated contemporary art professionals to ensure the highest quality of the PAMP.

Mississauga already has many works of public art that support the direction of progressive works and exemplify the highest quality standards of contemporary art. There are examples citywide of both permanent and temporary works that meet the criteria of being innovative and progressive in their exploration of mediums and concepts.

3.2 VISION

Mississauga's Public Art Program will be progressive and thought provoking: playing on the community's distinct assets.

3

STRATEGIC FRAMEWORK

3.3 GUIDING PRINCIPLES

The Guiding Principles of the PAMP speak to the following:

Location

- Public art is encouraged to be site specific, connecting to the location of the proposed artwork, drawing on natural and living heritage, culture and the local environment
- Public art will be encouraged throughout the city, particularly within Intensification Areas (*Intensification Corridors, Downtown, Major Nodes, Community Nodes and Corporate Centres*), and within gateways, special purpose areas, parks and open spaces, along the Lake Ontario shoreline, and along multi-nodal streets, such as bike lanes and pedestrian sidewalks and walkways
- Public art will be associated with public transit and incorporated into Major Transit Station Areas as identified in the Mississauga Official Plan as amended by future City Building and Transportation initiatives

Integration

- Public art will be encouraged as an integral component of public works, public facilities, land development (architecture, landscape architecture, site and urban design) and open space planning
- Public art will draw on local, national and international artists, which in turn will support new cultural, economic development and tourism opportunities

- The Public Art Program will support diverse approaches including permanent and temporary works, integrated art and design collaborations, and new media practices
- Public art will be considered an essential part of the urban fabric and supported through the City of Mississauga's corporate policies, procedures and processes

Outcomes

- Public Art will promote creativity and innovation, reflecting a variety of artistic contemporary expressions that represent excellence in creativity and design
- Public art will act as a connector between people and places throughout Mississauga
- Public art will promote community identity, involvement and participation in art making
- Public art will reflect the diversity of communities, and respond to the natural, social and built environment on public and private lands
- Public art will celebrate heritage sites
- Public art will be accessible via pedestrian and cycling routes, connecting neighbourhoods
- Public art should celebrate and enhance transportation hubs and corridors

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STRATEGIC
FRAMEWORK

3.4 PRIORITY PUBLIC ART ZONES AND CURATORIAL THEMES

The following public art zones and accompanying curatorial themes have been established as a result of the feedback received through the public art survey used to gather input from local residents, artists and stakeholders. City of Mississauga planning documents and strategic plans were also used to form the basis of the 5 distinct categories below:

PUBLIC ART ZONES	CURATORIAL THEMES
1. Existing Infrastructure Projects	<ul style="list-style-type: none"> • First Nations • Environment • Natural Habitat and Features • Contemporary Art • Community
2. Heritage Sites	<ul style="list-style-type: none"> • Contemporary Art • Classical Art • Living Heritage • Water and the Environment
3. Pedestrian Zones within Intensification Areas	<ul style="list-style-type: none"> • Pedestrian • Contemporary Art • Agricultural Heritage • Aviation, Industry and Commercialism
4. Waterfront	<ul style="list-style-type: none"> • First Nations • Aviation, Industrial, Naval, and Military Heritage • Contemporary Explorations • Water and the Environment
5. Major Transit Hubs and Corridors	<ul style="list-style-type: none"> • Sustainable Mobility and Lifestyle • Higher Order Transit Routes and Corridors • Diversity • Local Characteristics and Industry • Transformation and Movement

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STRATEGIC FRAMEWORK

3.5 CRITERIA FOR DEFINING PRIORITY PUBLIC ART ZONES

The City's Culture Division receives numerous ideas and request for public art on an annual basis. In order to address these needs, the PAMP gives precedence to a variety of public art priority zones which make a clear rationale for prioritizing budgets and allocating resources. The identified zones have been selected as a result of a lengthy process which included the review of existing planning policies and documents, stakeholder consultation, and weighing each zone against the selection criteria identified in Section 3.6. Consideration was given to existing public art, upcoming infrastructure projects, waterfront assets, pedestrian and cycling routes, and to a vision for the future of the city as one that celebrates nature, history, culture, connectivity, and an outdoor lifestyle. Refer to Appendix A for a list of stakeholders and background documents included in this process.

In the event that a public art opportunity arises outside of the identified priority zones, Culture Division staff may wish to undertake the project, provided there is available funding and the project proposal meets the Public Art Program goals and site selection criteria.

3.6 CRITERIA FOR SELECTION

The following site selection criteria should be used to determine the appropriateness of a site for the installation of public art. These criteria are specifically for City-owned sites, but may also be used as a test for sites proposed

for developer provision of public art through site plan development and Section 37 planning processes. In many cases, further consultation with relevant City departments and stakeholders will still be required. Consideration is given to the following criteria in identifying locations for public art:

- Locations that afford high public use or public exposure
- Locations that offer unique sight lines, viewpoints, and vistas
- Locations that afford the opportunity to celebrate the connection between the Downtown and the Waterfront
- Locations that coincide with existing plans for construction or redevelopment in a public space
- Locations that exist within Mississauga's natural, pedestrian, and bicycle-friendly corridors
- Locations that will become connected through future City of Mississauga development plans
- Locations where public art will reinforce urban design initiatives that contribute to creating a strong sense of place and community identity
- Locations that may be integrated within existing annual festivals and public events in Mississauga
- Locations that will draw pedestrians to cultural and historical sites to reinforce and celebrate Mississauga's past
- Locations that celebrate arrival into the City, community or special place

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OPERATING AND IMPLEMENTATION FRAMEWORK

4.1 KEY RECOMMENDATIONS AND PHASED IMPLEMENTATION PLAN

Mississauga's PAMP will be a key resource in identifying new public art projects, and will build upon the Public Art Program. The following recommendations will provide a guide for the City of Mississauga in developing and implementing a successful Public Art Program over the next five (5) years, 2016 - 2020. A number of recommendations identify that there may be some human resource and budget implications. It is suggested that these implications be detailed by staff as part of the Public Art Working Group (PAWG) so that interdepartmental priorities align and will be clearly identified early on in the budget planning process.

The recommendations are organized in two parts, the first part is a series of recommendations to be incorporated as policy for the review of the Corporate Policy and Procedure 05-02-07- City Acquired Art. The revised policy will provide direction for projects and acquisitions. The second set of recommendations (see Section 4.2) are organized based on the five Public Art Zones as identified in the PAMP.

An implementation plan has been provided to support the development of the PAMP. The implementation plan is to be phased and will correspond to the following anticipated timelines:

- Phase 1: recommendation to be initiated by City of Mississauga within 1 year of Council endorsement.
- Phase 2: recommendation to be initiated by City of Mississauga within 2 to 3 years of Council endorsement.
- Phase 3: recommendation to be initiated by City of Mississauga within 4 to 5+ years of Council endorsement

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OPERATING AND IMPLEMENTATION FRAMEWORK

Policy Recommendations:

It is recommended that the:

1. Recommendations 1 through 26 (under Section 4.1 of the PAMP) be incorporated in the review and refresh of Corporate Policy and Procedure 05-02-07-City Acquired Art.
Phase 1: Culture Division to draft a Corporate Report for Council endorsement in 2016. Corporate Report will summarize the PAMP document and its recommendations. Review and refresh of the Policy will be initiated once Council endorsement is obtained.
2. Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, and Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Art and other relevant documents and guidelines, as priority public art areas.
Phase 1: Culture Division to work alongside the Corporate Policy Analyst staff to incorporate the zones as part of the review and refresh of the existing policy.
3. Policies across the Corporation encouraging and/or requiring public art should be kept current, relevant and revisited at the next opportunity of a Mississauga Official

Plan review. These policies should be referenced and considered in all other planning documents and urban design guidelines that concern the public realm.

Phase 1: The PAMP to be noted and referenced in all relevant documents and guidelines City-wide on an ongoing basis.

4. Future public art projects should be considered as opportunities for animating the public realm, in particular through the incorporation of colour and scale.

Phase 1: immediate and ongoing implementation.

Public art is an avenue for connecting communities together and should be enjoyed by local residents and visitors. Public art has the ability to bring more colour, beauty, pride and enjoyment to local communities. Furthermore, Mississauga's Public Art Program has the opportunity to put the city 'on the map' through promoting public art projects, initiatives and strategies that link the community to art and act as an avenue for meaningful community engagement.

5. City of Mississauga should continue to increase and build the cultural consciousness of Mississauga residents by exploring partnerships with the arts community, through art and community festivals, education, public engagement

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- and community-based public art, and/or other relevant and appropriate opportunities.
[Phase 1: immediate and ongoing implementation.](#)
6. City of Mississauga should support a public art program that seeks to embrace audience engagement as well as interaction, and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.
[Phase 1: immediate and ongoing implementation.](#)
 7. Culture Division should maintain an artist registry for those who are qualified to respond to permanent and temporary public art calls. This registry should ensure public art opportunities for local, international, emerging, and established artists.
[Phase 1: immediate and ongoing implementation.](#)
 8. Culture Division continue to align public art programming with industry best practices.
[Phase 1: immediate and ongoing implementation.](#)
 9. Culture Division should continue to commission local, national and internationally renowned artists as part of the Public Art Program.
[Phase 1: immediate and ongoing implementation.](#)
 10. Culture Division should consider Public Art mentorship opportunities for emerging artists and collaborate with other City programs, educational and art-based institutions, community organizations and other private initiatives.
[Phase 2: to be further explored as part of the scheduled review of the Culture Master Plan.](#)
 11. Culture Division should continue to work with relevant City Departments in implementing formal processes and procedures that ensure public art is considered at the beginning of the planning and capital improvement process.
[Phase 1: immediate and ongoing implementation.](#)
 12. Culture Division should explore public art opportunities within all Community Nodes and public spaces as identified in the City of Mississauga Official Plan.
[Phase 1: immediate and ongoing implementation.](#)
 13. Public Art Working Group (PAWG) should investigate human resources available to carry out or assist in carrying out the PAMP recommendations.
[Phase 2: planning for this should occur immediately , however the implementation will be carried out as part of the City's annual budgeting process.](#)

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14. City of Mississauga should develop a strategy for the acquisition of new Corporate Art, including donations, and find a suitable permanent location for artwork currently in storage. Until this strategy is developed, it is recommended that a moratorium be placed on the purchase of art and the acceptance of donations intended for the City of Mississauga's Corporate Art Collection until relevant staff complete a thorough review of the process and existing Corporate Policy and Procedure: 05-02-07-City Acquired Art. This moratorium excludes City initiated and/or City managed projects through the Public Art Program, as well as donations for the City's Corporate Art Collection that are deemed in the best interest of the City of Mississauga by the Director, Culture Division.

Phase 1: staff from Space Planning to identify a suitable location for Corporate Art that is currently in storage.

Phase 2: once a suitable location is found, Culture Division to manage the removal of the artwork from its current location into the new space. All Corporate Art will need to be properly stored, catalogued, appraised and maintained, in accordance with industry standards.

15. Culture Division should archive and catalogue existing and future public art projects and initiatives for the continual public consumption, via a digital platform such as but not

limited to online web, digital screens or digital applications.

Phase 1: immediate and ongoing implementation.

16. Culture Division should continue to explore the use of and support for pop-up, temporary, functional and integrated public art, including but not limited to tactical urbanism, street art, hoarding art, streetscaping, banner programs, light posts, benches, and digital platforms.

Phase 1: immediate and ongoing implementation.

Temporary installations have the ability to generate considerable excitement, energy and interest in the city, with obvious spin-offs for local businesses and tourism.

Funding Recommendations:

It is recommended that the:

17. City of Mississauga should investigate the feasibility of a dedicated budget to fund temporary and functional public art projects in parks and open spaces; both of which make ideal settings for creating an outdoor gallery and showcasing artworks for a limited period of time.

Phase 2: Culture Division to work closely with staff from Parks and Forestry Division on the feasibility and implementation of a dedicated budget and process.

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The City of Mississauga should draw attention to one of its most valuable assets: parkland and open space, through meaningful art based programming. Culture Division should work to establish a program aimed at developing functional art projects for public parks as well as art educational workshops and activities. These activities and educational opportunities could be developed in partnership with the Parks and Forestry Division and other cultural organizations. Public art projects could be temporary in nature and/or integrated as functional elements such as benches, playgrounds, interpretive signage, drinking fountains and viewing platforms. The City of Mississauga should dedicate a budget to fund public art projects that enhance Mississauga's parks. This fund could be matched by the private sector in an effort to improve the parks for all residents.

18. City of Mississauga should research, benchmark and analyze viable options for alternate sources of public art funding. As well as work with Planning and Building Department staff to regularly encourage the percentage for public art program as part of its planning approval process.
[Phase 2: the Public Art Working Group \(PAWG\) to initiate benchmarking process.](#)

19. City of Mississauga should establish a separate Public Art Reserve in order for the Public Art Program to adequately fund and track the maintenance, preservation and conservation of the Civic Art Collections. The annual

maintenance budget previously approved by Council for public art should be transferred to and administered via the Public Art Reserve in perpetuity. The Public Art Reserve should also be structured to receive cash contributions from public and private sectors and operated in accordance with City of Mississauga financial policies.

[Phase 1: immediate and ongoing implementation.](#)

20. All City-owned art acquired by the Corporation through purchase, commission, and/or donation should be insured under the City's insurance policy.

[Phase 1: immediate and ongoing implementation.](#)

21. Culture Division should continue to explore opportunities to leverage funds and resources for future public art projects, through funding opportunities available from all City Departments. The Culture Division should continue to monitor the development of City planning initiatives and formally request that a portion of project budgets be put towards the City's Public Art Program.

[Phase 2: the PAWG to initiate benchmarking process.](#)

22. Culture Division to investigate sponsorship opportunities in partnership with other public and private corporations in order to fund future public art projects.

[Phase 1: immediate and ongoing implementation.](#)

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OPERATING AND IMPLEMENTATION FRAMEWORK

23. Culture Division should explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.

Phase 1: immediate and ongoing implementation.

Partnership Recommendations:

It is recommended that the:

24. Culture Division should continue to collaborate with public and private partners to identify opportunities for joint initiatives, to leverage additional capital funds, and to ensure the technical feasibility of new public art projects. These partnerships could include higher institutions of learning and creative industries.

Phase 1: immediate and ongoing implementation.

25. Culture Division should continue to develop relationships with Metrolinx and MiWay to identify opportunities at Major Transit Hubs, including but not limited to, temporary and permanent public art.

Phase 1: immediate and ongoing implementation.

26. City of Mississauga should continue to initiate partnerships with the private sector in the development of public art on privately owned and publicly accessible lands as part of the site plan review process. Temporary and permanent installations should be explored, including but not limited to; functional and integrated public art, sculpture, hoarding art, and interactive installations.

Phase 1: immediate and ongoing implementation. City Public Art staff to continue review of applications through the MAX and E-Plans approval process. Percent for Public Art opportunities should be strongly pursued by City Planning and Building staff through the planning and development approval process.

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4.2 OPPORTUNITIES FOR PERMANENT AND TEMPORARY ART

In order to demonstrate how the inclusion of public art can enhance each of the identified priority zones, the PAMP recommends the following opportunities to be developed by the City of Mississauga over the course of the next five (5) years.

Examples have been provided as precedent and do not limit the potential types and scales of public art and applicable budgets that should be considered as each project or initiative advances. Prior to the initiation of a major public art installation a detailed Public Art Plan should be developed where appropriate, that specifies the exact budget, location, type of work and procurement process for that project to determine the full range of opportunities for public art.

Where Public Art Zones overlap, opportunities for public art and the below recommendations should be considered together. For example, where a pedestrian zone connects to the waterfront, or an infrastructure project connects with historically significant sights and so forth. Recommendations for public art opportunities should not be considered in isolation of their surroundings and the zones should be considered to be working in support of one-another.

Existing Infrastructure Projects:

Existing infrastructure projects can include City-owned facilities and privately owned and developed infrastructure. Opportunities for public art on existing infrastructure include temporary and permanent public art such as, but not limited to, large scale public art sculpture, contemporary art, digital art, interactive art installations, street art, etc. Public art in this zone should also be considered on development sites and to be incorporated temporarily while the development of new infrastructure projects are underway, including but not limited to hoarding art, vinyl wraps, projection art, etc. Integrating the use of digital technology and science is a priority for public art within the Existing Infrastructure Projects Zone, as identified in the PAMP. Digital art projects can promote civic engagement and has the capacity to push the boundaries, encouraging audiences to see the public realm in a different way.

It is recommended that the:

27. Culture Division continue to acquire permanent public art for planned infrastructure projects and the built environment.
[Phase 1: immediate and ongoing implementation. PAWG to inform Public Art Program staff of infrastructure projects suitable for the inclusion of public art.](#)

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28. Culture Division should continue and encourage further collaboration with artists, arts organizations and various arts partners in order to grow opportunities for digital based arts programming (i.e. Art of the Screens Program intended for the outdoor LED screens at Celebration Square as well as other available digital infrastructure).

*Phase 1: immediate and ongoing implementation.
Celebration Square team to work closely with Public Art Program staff on the continuation and expansion of an artistic digital screens program.*

29. Celebration Square should continue to be a leader in the City of Mississauga with respect to best practices for digital public art. Culture Division staff should explore further opportunities for digital art programming and partnerships.

Phase 1: immediate and ongoing implementation.

30. Culture Division should employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.

Phase 1: immediate and ongoing implementation.

Ideal locations for the inclusion of digital art include, and are not limited to: transit stations, public squares and public or privately owned facilities with large surface areas suitable for projections. The Culture Division should collaborate with other City Departments and private partners.

Digital art projects have interactive capabilities that would allow for the potential to create collective social experiences and increase community-building. Culture Division staff should lead a competition for artists and filmmakers to submit digital content for the screens. An independent selection jury, composed of arts professionals from the field, should choose and thoughtfully curate the winning submission. Since the screens are located within a highly visible public space that is accessible to people of all ages and backgrounds, artists will need to follow the established content guidelines for the screens.

31. City of Mississauga should explore opportunities for a mural program on public property.

Phase 1: staff from Culture's Public Art Program and Parks' Beautification Program to initiate benchmarking process.

32. Culture Division should explore and advocate for temporary public art opportunities on existing and proposed infrastructure as well as on transitory, underused and unsightly places (i.e. construction sites, underpasses, underused/

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unused buildings), as deemed safe and appropriate.

Phase 1: immediate and ongoing implementation.

Examples of public art projects include light projections onto buildings (see image Safari Urbain), vinyl wraps or drops on buildings (see image Long Live the Dead Queen Series), public art murals, hoarding art projects, temporary installations (See image “1.8”), or digital platforms that allow users to experience these spaces and artworks in more creative and engaging ways (see image MOTTO WALL, which allows viewers to move components of a mural and reconfigure the artwork through a digital platform. Using BEACON/3D technology, viewers can use their smart devices to interact with the mural, creating their own interpretations of the art).



Top, left to right: Julien Nonnon, Safari Urbain, Photo by Julien Nonnon; Mary Sibande, Long Live the Dead Queen, Photo by John Hodgkiss/Mary Sibande. Bottom, left to right: Re+Public Collaboration, MOTTO WALL, Photo by Heavy; Janet Echelman, 1.8, Photo by Bruce Petschek

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Heritage Sites:

Mississauga's Heritage sites offer a unique opportunity for public art as there are abundant storytelling and educational components to both. Mississauga has over 35 designated City-owned Heritage Properties, 2 Heritage Conservation Districts, approximately 60 Cultural Landscapes and 3 Museums. All offer large, outdoor spaces that are opportune venues for programming and which engage the community through art, culture, and education-based events on a temporary basis. Mississauga is abundant with living heritage, which provides great cultural value and future opportunities for thematic, site-specific public art.

Heritage and living heritage are defined more broadly than physical components but include natural and cultural landscapes, cultural experiences, expressions and practice. These sites provide cultural value and a rich opportunity for interpretation through public art. Public art themes may include but are not limited to:

- history and evolving transportation corridors and trails, and the people who created, altered and used them
- water routes, including Lake Ontario and the Credit River
- history of aviation
- fishing, boating and stonehooking practices in Port Credit
- land division, settlement patterns, urban planning and city building
- immigration, migration and the evolving diversity of Mississauga
- natural landscape, horticulture and environment
- stories, history and diversity of Mississauga's First Nations and Indigenous communities

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It is recommended that the:

33. Culture Division should explore public art opportunities that connect to the living, natural, environmental and cultural heritage of Mississauga, including the past, present and future of Mississauga's diverse residents.

Phase 1: immediate and ongoing implementation.

34. Culture Division should encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital. Public Art in this Zone should focus on creative and innovative ways to engage the public with the use of museum and heritage sites, that allow for contemporary interactions with and interpretations of heritage.

Phase 2: Public Art Program staff should seek and encourage a variety of partnerships and opportunities for collaboration in order to effectively communicate Mississauga's heritage through public art projects.

For example vinyl wraps that allow for artistic interpretations of heritage buildings (see image Trompe L'Oeil), or light-based projections that give the buildings new life and allow for engagement with the building's past, present and future (see image Dear World...)



Left to right: Northover and Brown, Trompe L'Oeil, Photo by The Think Tank; Miguel Chevalier, Dear World...Love, Cambridge, Photo by Miguel Chevalier

35. Public art opportunities on Heritage sites should align with the Museum and Heritage Planning Strategic Plan, focusing on thematic history to identify ways to re-animate and more effectively use these spaces.

Phase 1: following the adoption of the strategic plan document, Public Art Program staff should explore opportunities for collaboration with staff from Museums of Mississauga.

36. All proposals for public art at heritage sites are required to obtain heritage clearance as well as heritage permits. These public art projects are to be produced in accordance with applicable best practices, relevant City by-laws and

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provincial legislation. Public Art Program staff should work closely with Heritage Planning and Museums staff, the Heritage Advisory Committee, as well as cultural groups and individuals as required, to ensure that public art at heritage sites follows appropriate protocol.

[Phase 1: immediate and ongoing implementation.](#)

37. Culture Division should commission and encourage public art that explores and better represents the diverse history, cultures and stories of past and present Mississauga First Nations and Indigenous communities.

[Phase 1: immediate and ongoing implementation.](#)

Examples include wayfinding signage that demarcates significant locations and stories (see image Mungo) and The Canoe Project (see image below), which is a project in partnership with the David Suzuki Foundation and Mississauga of the New Credit's Cultural Committee. The Canoe Project marks significant transportation path along the Credit River, is marked with a moccasin and used as a community garden.



Left to right: Fort York Ravine Community Canoe, Photo by David Suzuki Foundation; Mungo National Park Heritage and Indigenous Signage, Photo by Nature Tourism Services, Mungo, Australia

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Pedestrian Zones:

Major pedestrian zones identified in the PAMP include Mississauga's Intensification Areas, the Downtown and Business Improvement Areas. Public art in these areas will provide an opportunity to reference the unique history of various sites, provide placemaking opportunities for the public and encourage walkability. The ultimate goal of incorporating art in pedestrian zones is to create inclusive communities where the public feels inspired, connected and supported. Public art should be encouraged as a means of enhancing the identity and unique character of these areas and their communities.

It is recommended that:

38. The provision of public art in Mississauga's major pedestrian zones should continually be considered and encouraged wherever possible during the evaluation of development proposals.

Phase 1: immediate and ongoing implementation.

Integrated or standalone public art can thematically link a developer's project in a way that is meaningful to the residents in the community and provide art in their daily experience.

39. All public art in pedestrian zones should complement the character and streetscape design of the area and be supportive of the City's Urban Design Guidelines and Local Area Plans.

Phase 1: immediate and ongoing implementation.

40. Public art within Pedestrian Zones should provide aesthetic as well as functional and interactive features, including but not limited to, the incorporation of public art in street furniture, lighting, streetscaping, utility boxes, wayfinding etc. Public art within Pedestrian Zones should function to connect communities and cultures together by animating streetscapes and public spaces.

Phase 1: immediate and ongoing implementation. PAWG members will be encouraged to bring forth opportunities of this type to Public Art Program staff.

Public art within communities and along pedestrian zones will not only provide an opportunity to create complete communities and draw in tourism, but will also provide economic and social benefits for residents. For example functional public art that also provides seating and shade (see image Parklet, a shipping container repurposed into a public art seating area) or that functions as a free community library (see image Monument).

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Left to right: Shipping Container Parklet, Photo via Pop Up City; Brian McCutcheon, Monument, Photo by The Public Collection.

41. The Culture Division should work closely with Communications and Transportation and Works Divisions to implement a Downtown Street Banner Program in accordance with Corporate Policy and Procedure – 06-02-06 – Banners and existing budget.

Phase 1: Culture Division will help animate the Downtown priority zone with a public art banner component in 2017 focused on Canada 150 celebrations. Ongoing implementation thereafter of at least one public art campaign annually.

42. Corporate Policy and Procedure 06-02-06-Banners, is managed and operated by the Traffic Engineering and Operations Section of the Transportation and Works Department and is to remain as such.

Phase 1: ongoing implementation.

43. Along with the priority public art zones, a continuous bike route with wayfinding and cultural resting points should be considered in future planning and implementation of the City's Cycling Master Plan. This path should be informed by the PAMP, and presents the opportunity to launch in conjunction with existing biking and pedestrian events.

Phase 3: Culture Division staff should work closely with the Cycling Office, as well as the Mississauga Cycling Advisory Committee (MCAC) to identify opportunities where public art can enhance Mississauga's cycling routes.

44. The Culture Division, working alongside other divisions, should explore the possibility of developing a wayfinding and branding program, which allows for various public art elements.

Phase 2: to be initiated by Culture Planning staff in collaboration with other divisions.

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For example, Walk[Your City] is an initiative that uses fun, whimsical and simple wayfinding signage that encourages walking and points pedestrians towards interesting locations within their community. RainWorks projects are another example of playful signage, and only become visible when they come into contact with water.



Top to bottom: Matt Tomasulo, Walk[Your City], Photo by Kane Realty Corporation; Peregrine Church, RainWorks, Photo by RainWorks.



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Waterfront:

One of Mississauga's most valuable assets is its parkland across the waterfront. Creating opportunities for public art in parks promotes awareness about important societal issues such as environmental conservation and preservation, as well as artistic expression through storytelling.

The Waterfront Trail is a well-travelled regional asset that is heavily used by residents and visitors to Mississauga and is an ideal location for public art. Mississauga's waterfront shoreline along Lake Ontario measures approximately 22 km. The Waterfront Parks Strategy classifies the City's waterfront parks into gateway, community, historical, recreational and traditional parks as well as natural areas and urban activity centre.

As recommended in the Waterfront Parks Strategy, the urban activity centre, which includes Port Credit Memorial Marina, JC Saddington and JJ Plaus Parks, is a good candidate site for public art. Lakeside and Jack Darling Parks are also suitable locations as they are considered regional destination parks. Public art programming in historic parks needs to consider the adaptive reuse of the site. Community parks, such as Hiawatha Park, are typically not a good candidate site for public art as they do not have the same volume of use and tend to be heavily treed.

It is recommended that:

45. The City of Mississauga should support and encourage experimental and dynamic art in parks that is designed for public interaction and immersion. Public art within the Waterfront area should incorporate functional elements that encourage and promote active living, inviting the audience to interact and play with the public art works.

[Phase 1: priorities to be initiated by PAWG. Ongoing implementation using existing City budgets.](#)

For example Jeppe Hein's Please Touch The Art series reimagines the typical park bench and turns it into a whimsical and evocative work of public art scattered temporarily throughout New York's Brooklyn Bridge Park.



Left: Jeppe Hein, Modified Social Bench NY No.05, Photo by James Ewing

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46. Public art within the Waterfront Zone should build upon the natural and environmental heritage and incorporate a storytelling element that reflects the First Nations and Indigenous communities.

Phase 1: immediate and ongoing implementation.

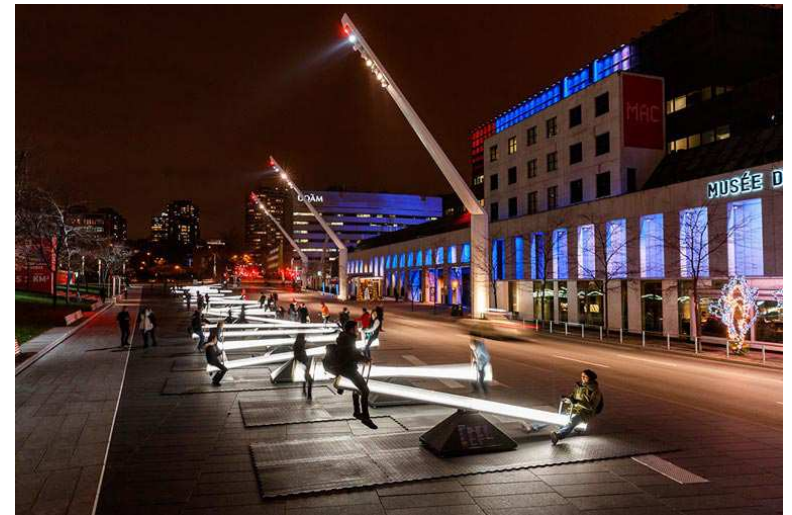
47. The Public Art Program should commission artists to create temporary and permanent artwork to connect residents and visitors with the natural environment. Artists should explore the interrelationship between culture and nature by creating art pieces that foster civic engagement and promote dialogue.

Phase 1: immediate and ongoing implementation.

48. To help support the Council endorsed Mississauga Celebration Square Strategic Plan, Public Art Program staff should encourage and support opportunities for temporary and digital public art to enhance the Square's winter experience programming.

Phase 1: funding and development to align with existing Public Art Program budget and future Celebration Square budget requests.

For example, Montreal's Luminotherapie digital festival playfully lights up Montreal's Quartier des spectacles neighbourhood every winter season. Impulse, one of the festival's interactive installations, is made up of a number of seesaws that are activated using sound and light once someone sits down on them.



Above: CS Design and Lateral Office, IMPULSE, Photo by: Ulysse Lemerise

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Major Transit Hubs and Corridors:

Mississauga's Major Transit Hubs and Corridors connect various locations and elements of the city with their communities. Large transit infrastructure projects, like the Mississauga Transitway, have already become important elements of the public realm as the public experiences the city on a day-to-day basis. Mississauga has a total of nine GO Transit Stations which also offer a unique opportunity for public art. These nearly identical stations would benefit from an integrated art approach that would create identity and a sense of pride for members of the surrounding community. Integrated public art can take on a variety of forms and add to the existing design of the facilities and surrounding landscapes or replace certain features such as architectural details, lighting, utility boxes, noise walls, retaining walls and mechanical sheds, to name a few.

Corridors are generally comprised of a road right-of-way and lands on either side of the road. Hurontario Street is a major corridor that future growth has been directed to as a result of the planned multi-modal transportation system, the Hurontario Light Rail Transit (HLRT) project. The HLRT is a priority project for Metrolinx and the City of Mississauga with construction anticipated to start in 2018. The recently completed Transit Project Assessment Process (TPAP) includes an accompanying Streetscape and Urban Design Strategy and System Design Guidelines which defines a high level streetscape vision of the

corridor, including public art components. The TPAP document committed a minimum of \$1.7 million for public art as part of the HLRT project in Mississauga.

It is recommended that:

49. As Major Transit Hubs and Corridors continue to evolve, public art should be integrated along these priority areas. Public art should encourage and assist in the creation of cultural corridors and nodes, elevate the passenger experience and reinforce wayfinding at a civic scale.
Phase 1: immediate and ongoing implementation.
50. Public art should be incorporated into wayfinding, signage and sound walls in Major Transit Hubs and along Transit Corridors. Wayfinding, signage and branding public art works should be coordinated along different Hubs to create a connected and cohesive aesthetic but not limiting the uniqueness of each individual site.
Phase 2: to be considered and implemented as part of the HLRT transit project and other suitable transit projects corridors. Ongoing implementation.

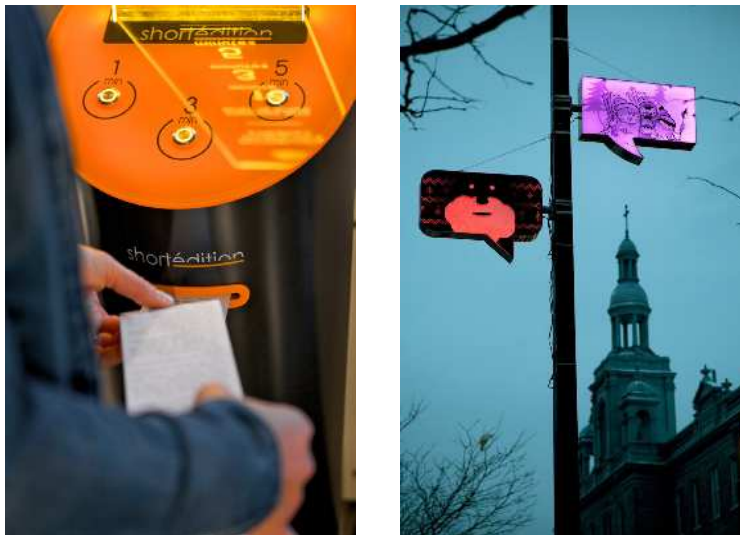
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51. Public art in Transit Hubs and Corridors should be functional, integrated and interactive, including but not limited to temporary installations, vinyl wraps, digital works, streetscape elements and performance art.

[Phase 1: immediate and ongoing implementation.](#)

For example temporary and interactive structures that provide users with short stories while they wait for transit (see image Short Edition), or creative wayfinding or public art on lighting poles (see image Idée-O-rama)



Left to right Short Edition, Photo by Short Edition; Turn Me On Design; illustrations by artists Astro and Jean-François Poliquin, Idée-O-rama, Photo by Bernard Fougères

52. City of Mississauga should continue to collaborate with Metrolinx and encourage the inclusion of integrated public art throughout the existing GO Stations in Mississauga. Each station could be contracted to a different artist, who may work through a process of community consultation and engagement to realize the concepts behind the artwork.

[Phase 2: Public Art Program staff to engage with the Metrolinx Design Excellence team as a partner on these projects.](#)

53. The City of Mississauga's Public Art Program should be closely involved in the HLRT project in order to plan and implement public art opportunities in the public realm that respond to and incorporate local context, community input and historical significance.

[Phase 1: immediate and ongoing implementation.](#)

54. Future higher order transit systems proposed along Dundas Street and Lakeshore Road should also be considered as candidates for permanent and temporary public art components.

[Phase 3: Public Art Program staff to be involved as projects commence.](#)

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4.3 CASE STUDIES

The Hamilton Supercrawl, Hamilton, Ontario

The Hamilton Supercrawl is an example of a successful public art street festival that brings community, culture, and local and international talent together in an effort to promote Hamilton's streets as pedestrian friendly zones. The Supercrawl began as a one-day event, and after 7 years has transformed into a 2-day event, with the closure of 16 city blocks, and over 100,000 visitors. The Hamilton Supercrawl combines art, performance, music, food, and drink, and involves various private-public partnerships.

Public art street festivals like Supercrawl present an opportunity for temporary public art and activation within Intensification Areas, Pedestrian Zones, Heritage Sites and can incorporate existing infrastructure projects. Festivals engage the public in creative and innovative ways, through temporary and thematic public art and allow residents and visitors to experience art and culture in their local communities.

Lumina, Cascais, Portugal:

Lumina is a light festival that is a free international event dedicated to showcasing light-based public art, based in Cascais, Portugal. Lumina was founded and is artistically directed by light artists Nuno Maya and Carole Purnelle from OCUBO.com. The festival consists of coordinated activities on international, regional and national levels, for all ages and

backgrounds. The objective is that activities will support the public in gaining an appreciation for the critical role of light in cultural and science, and “as a cross-cutting scientific discipline that can advance sustainable development”⁶. A light-based art festival engages the public and allows for an interesting use of public space through projections, digital and technology-based art that is driven by innovation.

No.9 Eco-Art-Fest at Todmorden Mills, Toronto, Ontario

No.9: Contemporary Art and the Environment, in collaboration with the City of Toronto launched an inaugural 3-month Eco-Art-Fest during the summer of 2014 at Todmorden Mills, Toronto. This festival included 8 commissioned Eco-Art installations, activities for youth and families, and scheduled art performances. The goal of the project was to bring awareness to environmental issues, and to re-imagine how one learns about a historical site through contemporary art programming and interaction with artists. Eco-Art installations addressed themes of nature, place-making, and sustainability, while performance pieces narrate the history of the site and its surroundings. Many of the art activities were designed to communicate the sites history while engaging participants in creative hands-on experiences. Similar temporary or permanent public art installations can provide for meaningful ways for residents in Mississauga to connect with the environment and rich living heritage in the City.

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Art in the Parks, New York City, New York⁷

The Art in the Parks Program first started in 1967 through the Parks, Recreation, and Cultural Affairs department, New York City. The first program consisted of a group outdoor exhibit Sculpture in Environment with the intent to use public space as an outdoor museum where people could access art on a regular basis. As the program evolved, contemporary art was more frequently displayed in underused public spaces turning them into coveted outdoor galleries, staging the works of emerging artists and reaching wider audiences. Public art works ranged in style, form, material and conception; from steel constructions to organic biodegradable installations. Temporary installations are displayed for less than one year, on display typically for three to six months. The Parks and Recreation department continues to support the creation and installation of temporary public art in parks and playgrounds throughout the different neighbourhoods. Working in collaboration with artists and diverse arts organizations, they bring both traditional and contemporary public art to the public.

The City of Mississauga's Public Art Program should create opportunities for public art in parks, working in collaboration with artists to create thematic and experimental temporary public art that connects and engages residents and visitors to their local environments and the relationship between culture and nature. The City should encourage experimental and dynamic art in parks that supports public interaction and builds on the relationship between culture and nature.

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4.4 FUNDING STRATEGY

The City of Mississauga Public Art Program is currently composed of two primary funding streams operating as one cohesive unit: the Civic Public Art Program and the Private Sector Program. As the demand and appetite for public art continues to grow, there may be a desire for the City of Mississauga to consider a clear distinction between the two and as such, create two separate programs with defined staffing and resources for each. This would be addressed through the PAWG.

Civic Public Art Program

The Civic Public Art Program is administered through the Culture Division. In 2010 Council approved allocating an annual investment from the City's capital budget to cover the minimum costs of developing and maintaining a public art program, with additional funds to be leveraged and secured by Culture Division staff through sponsorship opportunities, grants and donations. Initially the annual funding commitment was to be \$200,000, in actuality however, this amount has decreased and fluctuated greatly over the years due to competing priorities.

Further public art provision for the civic public art projects is achieved through an integrated public art approach for higher order transit projects and large-scale City capital projects. This approach is currently being piloted on the Mississauga Transitway, the planned Hurontario Light Rail Transit (HLRT) project and the

Meadowvale Community Centre Redevelopment project.

A comprehensive Public Art Program should encourage a diverse range of art opportunities: temporary and permanent, site-specific artworks that are distinct from their surroundings, art that is integrated into public works projects, artist-initiated projects, and opportunities and mentorships for emerging and/or local artists. A range of these should continue to be exercised by the City of Mississauga. The Civic Public Art Program demonstrates the City's commitment to the importance of investing in public art projects within the public realm.

In order to sustain a successful Public Art Program, the City of Mississauga needs to commit to continuing a fixed annual funding amount which will allow Culture Division staff to plan in accordance with the budget.

Private Sector Program

A Percent for Public Art guideline was introduced in the Framework for a Public Art Program (2010) at a recommended minimum rate of 0.5%. Therefore, the City of Mississauga strongly encourages for the inclusion of public art in developments with greater than 10,000m² (100,000 sq.ft) in gross floor area, with the exception of non-profit organizations and social housing. Developers are encouraged to include

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public art as part of their development and/or contribute an agreed upon amount of their gross construction costs to the City's Public Art Program. The gross construction costs will initially be determined by the Owner/Applicant, to the satisfaction of the City's Planning and Building Department. Developers are encouraged to begin considering the inclusion of public art at the earliest possible stage to allow for the widest range of opportunities. The ultimate success of many public art projects depends on the timely integration of art, design and location.

The City also has a number of tools at its disposal which allow for the request of public art amenities, in order to better plan new communities. The following are the two tools that should be used and which have been successfully tested in Mississauga:

Bonus Zoning

On September 26, 2012, Council adopted Corporate Policy and Procedure 07-03-01 - Bonus Zoning. In accordance with Section 37 of the Planning Act and policies contained in the Official Plan, this policy enables the City to secure community benefits when increases in permitted height and/or density are deemed to be good planning by Council through the approval of a development application. Should an eligible development application be approved in principle by Council, the City may

require the provision of community benefits, such as public art, as a condition of approval. However, since there are no height restrictions in downtown Mississauga, it impacts the City's ability to use this tool in the Civic Centre area.

Site Plan Approval and Urban Design Guidelines for the Public Realm

Where appropriate Urban Design Guidelines are in place, public art can be a consideration during the site plan review process and a condition of site plan approval. Public art can play a significant role in the evolution of parks and open spaces that characterize our neighbourhoods, districts and regional landscape. Urban design guidelines are an important vehicle to encourage and guide the siting and nature of artwork on public or private lands. Urban design guidelines primarily serve to influence district character and future development. Generally, guidelines indicate the type and nature of public amenities in the public and private realms, while providing direction on placement and themes, including the potential for public art.

Process for Private Developer Provision of Public Art

The City's Planning and Building Department, as overseers of the development process, alert Public Art Program staff of various development opportunities. All proposals should continue to be administered through the Culture Division, but

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are to be coordinated by the Planning and Building Department as part of the development application review process. The dollar amount of the contribution would be determined by the City's Building Division when calculating the value of construction for building permit fees on relevant projects. Once the service index is applied to the proposed gross floor area of the project, the percent for public art should be factored into the final sum. The calculation should include the gross costs for construction per square metre for the various building types such as residential, commercial, industrial and other types, as well as unit construction costs for open space development.

Private developers participating in the Public Art Program have three options for fulfilling the public art obligation:

- Option 1: use the funds to commission art on-site
- Option 2: contribute to the City's Public Art Program budget
- Option 3: combination of Option 1 & 2.

Option 1: On-site contribution (Private Property)

The developer may commission public artwork to the value of the public art contribution (recommended a minimum of 0.5 percent of the gross construction cost of the development) and such works shall be located on the developer's (private) property or publicly owned lands adjacent thereto.

On-site public artworks remain in the ownership of the development, thus bringing direct benefits to the development. The maintenance and conservation responsibilities and costs of the artwork remain on title. Public art installed on private property must remain accessible to the public at no cost and be maintained in good repair by the owner(s) of the development for the life of the development. Public art installed on publicly owned lands adjacent to the development will become part of the City of Mississauga Public Art Collection and will therefore be maintained by the City in accordance with the City's Public Art Program.

The placement of the public art that is on private property will be controlled through site plan approval. Public Art Program staff would be responsible for reviewing the developer's public art plan for selecting the artist and the development of the artwork, to follow City policies and procedures related to public art. Culture staff is available to advise developers and/or a developer can use up to 20% of their public art funds towards administration costs including the hiring of a public art consultant.

The following objectives, procedures and criteria pertain to developers who choose to commission art on-site. The standard commissioning procedures for private projects, outlined below, is designed to:

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- Clearly outline the City's expectations for private development public art projects
- Encourage private sector projects to deliver art of the highest calibre of excellence
- Encourage the exploration of a broader range of artistic approaches to the site
- Hold developers accountable for meeting the City's and artists' expectations
- Create conditions in which artists have better opportunities to work with the design team to integrate their work into the site

A public art plan is to be required of the applicant when the decision is made to undertake an on-site public art initiative. A public art plan should outline the method by which the applicant will commission public art in the publicly accessible areas of the development. A public art plan should be prepared at the earliest possible stages of the development to allow for the widest range of opportunities. A plan includes the project objectives, potential sites and opportunities, budget allocation, proposed art selection method, potential artists and selection jury, projected schedule, and a public relations strategy. In other words, a public art plan identifies "how" the program will evolve, and not "what" the art will actually be. If the project is multi-phased and/or will create a new neighbourhood or district, the applicant may be asked to provide a master or district public art plan in advance of site-specific public art plans for each phase of development. A master or district public art plan is a

conceptual framework that proposes long term phasing and budgetary strategies, identification of prominent and priority art locations, site opportunities, art selection methods and possible themes.

Option 2: Off-site contribution (pooled funding)

In cases where an on-site location for public art may not be suitable or if the amount is too small to be effectively used to create a public art installation, the developer may wish to direct the value of their public art contribution to help fund the City's Public Art Program. Typically the City recommends a minimum of 0.5% of the gross construction costs. Funding will be pooled and will be used towards City-initiated public art projects on publicly owned lands in the local community. Projects will be undertaken by the City of Mississauga following customary processes, policies and priorities for the local area. The funds can be earmarked for a specific project in a specific location or can be placed in a reserve for the undertaking of a future major public art project when enough funds are pooled.

Option 3: Combination On/Off-site contribution

The developer may wish to commission public art on their private property or publicly owned lands adjacent thereto and allocate the remaining portion of the public art contribution to the City of Mississauga off-site pooled public art fund to be used as discussed in Option 2 above.

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4.5 ACQUISITION STRATEGY

For specific details related to the acquisition of the City of Mississauga Civic Collections, including the Public Art Collection, refer to the City's Corporate Policy and Procedure 05-02-07-City Acquired Art. General practices for the acquisition of public art for the City of Mississauga are outlined below.

The City's Public Art Program should commission artwork of the highest quality and relevant context. The art selection method should be tailored to the size and scope of the project as each project brings a unique set of conditions, which must be assessed by Public Art Program staff. Art selection methods for consideration include:

- Open competition: encourage the greater arts community to submit qualifications and/or a proposal and may be a single or multiple stage process. An independent Art Selection Committee is formed to adjudicate the proposals and select the finalist(s).
- Invitational competition: pre-selected artists are invited to submit their qualifications and/or proposal. This method is typically utilized if the project requirements are specialized in nature and when there is a limited time frame for the project. An independent Art Selection Committee is formed to adjudicate the proposals and select the finalist(s).

- Direct selection: recommends a single artist or arts collective for the award of a public art commission. This method is only used in cases when the project is highly specialized in nature and/or the project budget is under \$10,000.

City of Mississauga endorses the practice of remuneration for artists and arts professionals according to the most recent CARFAC Minimum Fee Schedule. This includes remuneration for independent Art Selection Committee members, with the exception of City of Mississauga staff, project team members and any partnering organization on the project, as this is already accounted for in their scope of work.

Principles of CPTED (Crime Prevention Through Environmental Design) can be addressed through public art in the acquisition and development stage. CPTED is a pro-active crime prevention strategy based on application of design principles in the built environment that create environments less conducive to crime.

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The principles of CPTED are:

- Natural Surveillance – The placement of physical features that maximizes natural visibility e.g. the strategic placement of park benches
- Natural Access Control – The deterring of access to a target and creating a perception of risk to a potential offender through the design of space, and to provide people a sense of direction and indication as to where they are and are not allowed e.g. lawns, sidewalks and topographical features
- Territorial Reinforcement – The defining of borders of controlled space so that users of an area develop a sense of proprietorship e.g. strategic use of bollards and signs

The City Aquired Art Policy 05-02-07, addresses the policies and procedures related to donations of art to the City. From time to time, donations intended for the City's Corporate Art Collection may come forward from groups and/or individuals as part of the recognition of a significant event or individual. However, it is not always in the City's best interest to acquire the work. These opportunities should be carefully considered and in consideration of the Public Art Program principles, goals and responsibilities. In addition, clear guidelines and a formal evaluation process must be established before any other donations are considered for the City's Corporate Art Collection.

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4.6 ACQUISITION PROCESS MAP

6.4

Culture Division, City of Mississauga



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4.7 ART SELECTION PROCESS, ROLES AND RESPONSIBILITIES

The following section clarifies the roles and responsibilities of the many individuals who play a part in the art selection process and help the Public Art Program achieve its vision. In the event that there is a perceived conflict of interest, Council, City staff and/or any member of the Art Selection Committee should immediately remove themselves from the public art selection process.

City Council

In accordance to industry best practices, City Council and all Committees of Council are arms-length of any art selection processes, however their role is to perform the following functions and/or empower staff to do so on Council's behalf:

- Review and approve City of Mississauga's PAMP and associated Corporate Policies
- Approve Municipal annual budget(s) for public art
- Approve negotiated agreements with private developers that may contain sections related to the provision of public art.

Culture Division staff

The Culture Division is responsible for managing and administering the Public Art Program. The Public Art Program affects a number

of City departments and agencies within the municipal administration, and needs to be able to engage with all key public bodies and City departments, particularly those involved in parks, planning, operations, maintenance and infrastructure, but also with finance, legal, and risk management.

Appointed Public Art Program staff need to perform the following functions:

- Draft public art policies, plans, programs and procedures
- Coordinate the Public Art Working Group (PAWG)
- Develop and curate the City's Public Art Program and manage the public art budget on an annual basis
- Facilitate contract negotiations and payment to artists for City commissioned public art
- Liaise with other departments and consultants to facilitate technical reviews, approvals and coordination from art concept to fabrication and installation
- Prioritize and oversee the work of consultants and/or other staff where necessary
- Report on the Public Art Program to senior staff, Council and the community as needed
- Create or oversee the development of public art projects including terms of reference and managing artist selection

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- Be the primary liaison and coordinator between the artist and relevant City departments and other agencies as required (e.g. local resident associations, utility companies, etc.) from the art concept to installation
- Develop opportunities to encourage and develop local artists
- Ensure that the public art collection is properly documented, artists and donors are appropriately acknowledged, and the artwork in the inventory is maintained and conserved as per the artist's maintenance plans
- Coordinate with City staff on provision of public art from private developers, including reviewing development agreements and public art plans and processes
- Provide advice, input and information to private developers regarding their provision of public art
- Assist with the development of community outreach, education and communication plans for public art projects

Art Selection Committee

For public art projects over and above a certain amount, detailed in the Corporate Policy and Procedure 05-02-07-City Acquired Art, Public Art Program staff assemble an Art Selection Committee in order to maintain transparency, integrity and professionalism in the selection process. Committee composition shall consist of a majority of artists and/or arts professionals knowledgeable in public art and/or contemporary art. Project team members and prominent community members may also be considered for

the committee, which is usually composed of 5 members but may range from 3 to 7. Technical advisors may also be invited to join the committee. Arts professionals may be local, regional or international, as to fit the scope of the project. All Art Selection Committee members should be remunerated for their time and effort, with the exception of project team members and/or City staff experts.

Public Art Working Group (PAWG) and other relevant City staff

The Public Art Program needs to be integrated into the City's operational and planning structure. One way to do this is with an interdepartmental Public Art Working Group (PAWG) that is led by Culture Division staff assigned to administer the Public Art Program. The PAWG should have representation from the following City departments: Planning and Building, Community Services, Corporate Services, and Transportation and Works; all of which undertake work that might intersect with public art.

The role of this committee would be to:

- Input into public art plans, corporate policies and terms of reference for public art projects
- Representatives on the Committee would act as staff liaisons in their departments and advise Public Art Program staff about significant capital projects at the earliest point to ensure that public art can be incorporated where appropriate, including

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- when negotiating agreements with developers for site plan approval or section 37 bonus amenities
- Represent their department on Art Selection Committees, where appropriate, and advise on and approve public art proposals and the development of a public artwork from concept to installation
- The majority of projects will be managed by Public Art Program staff through the Culture Division, but PAWG members will assist with coordination for public art projects, as relevant to their department and expertise (e.g. processing payments from the project budget where it does not sit in the Culture budget; coordinating road work or utilities for an art project with their staff or contractors; obtaining permits, etc.)
- In cases where there is not any available staff resources, an external public art consultant may be hired to manage the project's commissioning and/or realization, with advice from Public Art Program staff.

External Public Art Consultants

As the Public Art Program develops, external public art consultants may be required to manage projects where there are resources in place (e.g. developer funding for public art on a City-owned site), where projects are time-sensitive, and where the Culture Division staff do not have time to complete the work. Agreements for developer provision for public art allow up to 10% of the agreed amount to be put towards hiring a consultant to select artists and manage the process. Where the public art provision is for a privately-owned “public” space, a developer who wished to use a public art consultant would hire the consultant directly. Where the developer has opted to provide funding to the City for public art on public land, the City’s Culture Division would manage the project and could decide to hire a consultant with up to 10% of the funds, if Culture staff do not have time to manage the project directly. Consultant project managers may develop terms of reference, manage selection processes and assist in project development and oversight of an artwork’s production and installation. Public art consultants may also be contracted to draft relevant policies, plans and processes, or review documents drafted by Culture staff.

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4.8 MAINTENANCE AND CONSERVATION STRATEGY

It is the responsibility of the City of Mississauga to maintain, preserve and restore all art owned by the Corporation. In this manner, the Public Art Collection is inspected, cleaned and conserved according to an artist supplied maintenance plan, under the direction of the City's Public Art Program staff. At a minimum, the maintenance plan should include a maintenance dossier, stamped drawings, all relevant specifications, key contacts, manufacturers' lists and budgets. Public Art Program staff conducts an annual review of City owned art and identify priority work in accordance to the budget. All repairs and restoration is made in accordance with recognized principles of conservation. The Maintenance and Conservation Strategy is essential to the ongoing value and enhancement of the public realm as well as to the integrity of the artwork.

Funding for the maintenance and conservation of City owned art is administered through a Council approved annual operating budget. The PAMP recommends that a separate Public Art Reserve be established and that the annual contribution be transferred and administered through the reserve in order to more effectively fund and track activity related to maintenance and conservation of City owned art. The City of Mississauga should continue to support a sustainable source of funding for the long-term conservation and maintenance of its art collections. With this in mind, it may be necessary to increase the annual reserve contributions as

new permanent public art projects are completed and the City's collection increases over the years.

Notwithstanding, temporary public art installations do not typically require a maintenance allocation. Furthermore, maintenance of projects that are integrated into or as part of public infrastructure, such as benches or light standards, should, where possible, be financed through the annual operating budgets of the relevant City Department responsible for the infrastructure. Any proposed maintenance should be conducted in consultation with the Public Art Program staff or a certified specialist working on the City's behalf.

Privately owned public art is the responsibility of the owner and any responsibilities and obligations for such works should be included in the terms of conditions of each individual development agreement.

APPENDIX

5.1 FULL LIST OF RECOMMENDATIONS

No.	Recommendation	Implementation	Category/Public Art Zone
1.	Recommendations 1 through 25 (under Section 4.1 of the PAMP) be incorporated in the review and refresh of Corporate Policy and Procedure 05-02-07-City Acquired Art.	Phase 1	Policy
2.	Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, and Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Art and other relevant documents and guidelines, as priority public art areas.	Phase 1	Policy
3.	Policies across the Corporation encouraging and/or requiring public art should be kept current, relevant and revisited at the next opportunity of a Mississauga Official Plan review. These policies should be referenced and considered in all other planning documents and urban design guidelines that concern the public realm.	Phase 1	Policy
4.	Future public art projects should be considered as opportunities for animating the public realm, in particular through the incorporation of colour and scale.	Phase 1	Policy
5.	City of Mississauga should continue to increase and build the cultural consciousness of Mississauga residents by exploring partnerships with the arts community, through art and community festivals, education, public engagement and community-based public art, and/or other relevant and appropriate opportunities.	Phase 1	Policy
6.	City of Mississauga should support a public art program that seeks to embrace audience engagement as well as interaction, and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.	Phase 1	Policy

No.	Recommendation	Implementation	Category/Public Art Zone
7.	Culture Division should maintain an artist registry for those who are qualified to respond to permanent and temporary public art calls. This registry should ensure public art opportunities for local, international, emerging, and established artists.	Phase 1	Policy
8.	Culture Division continue to align public art programming with industry best practices.	Phase 1	Policy
9.	Culture Division should continue to commission local, national and internationally renowned artists as part of the Public Art Program.	Phase 1	Policy
10.	Culture Division should consider Public Art mentorship opportunities for emerging artists and collaborate with other City programs, educational and art-based institutions, community organizations and other private initiatives.	Phase 2	Policy
11.	Culture Division should continue to work with relevant City Departments in implementing formal processes and procedures that ensure public art is considered at the beginning of the planning and capital improvement process.	Phase 1	Policy
12.	Culture Division should explore public art opportunities within all Community Nodes and public spaces as identified in the City of Mississauga Official Plan.	Phase 1	Policy
13.	Public Art Working Group (PAWG) should investigate human resources available to carry out or assist in carrying out the PAMP recommendations.	Phase 2	Policy
14.	City of Mississauga should develop a strategy for the acquisition of new Corporate Art, including donations, and find a suitable permanent location for artwork currently in storage. Until this strategy is developed, it is recommended that a moratorium be placed on the purchase of art and the acceptance of donations intended for the City of Mississauga's Corporate Art Collection until relevant staff complete a thorough review of the process and existing Corporate Policy and Procedure: 05-02-07-City Acquired Art. This moratorium excludes City initiated and/or City managed projects through the Public Art Program, as well as donations for the City's Corporate Art Collection that are deemed in the best interest of the City of Mississauga by the Director, Culture Division.	Phase 1 Phase 2	Policy

No.	Recommendation	Implementation	Category/Public Art Zone
15.	Culture Division should archive and catalogue existing and future public art projects and initiatives for the continual public consumption, via a digital platform such as but not limited to online web, digital screens or digital applications.	Phase 1	Policy
16.	Culture Division should continue to explore the use of and support for pop-up, temporary, functional and integrated public art, including but not limited to tactical urbanism, street art, hoarding art, streetscaping, banner programs, light posts, benches, and digital platforms.	Phase 1	Policy
17.	City of Mississauga should investigate the feasibility of a dedicated budget to fund temporary and functional public art projects in parks and open spaces; both of which make ideal settings for creating an outdoor gallery and showcasing artworks for a limited period of time.	Phase 2	Funding
18.	City of Mississauga should research, benchmark and analyze viable options for alternate sources of public art funding. As well as work with Planning and Building Department staff to regularly encourage the percentage for public art program as part of its planning approval process.	Phase 2	Funding
19.	City of Mississauga should establish a separate Public Art Reserve in order for the Public Art Program to adequately fund and track the maintenance, preservation and conservation of the Civic Art Collections. The annual maintenance budget previously approved by Council for public art should be transferred to and administered via the Public Art Reserve in perpetuity. The Public Art Reserve should also be structured to receive cash contributions from public and private sectors and operated in accordance with City of Mississauga financial policies.	Phase 1	Funding
20.	All City-owned art acquired by the Corporation through purchase, commission, and/or donation should be insured under the City's insurance policy.	Phase 1	Funding

No.	Recommendation	Implementation	Category/Public Art Zone
21.	Culture Division should continue to explore opportunities to leverage funds and resources for future public art projects, through funding opportunities available from all City Departments. The Culture Division should continue to monitor the development of City planning initiatives and formally request that a portion of project budgets be put towards the City's Public Art Program.	Phase 2	Funding
22.	Culture Division to investigate sponsorship opportunities in partnership with other public and private corporations in order to fund future public art projects.	Phase 2	Funding
23.	Culture Division should explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.	Phase 1	Funding
24.	Culture Division should continue to collaborate with public and private partners to identify opportunities for joint initiatives, to leverage additional capital funds, and to ensure the technical feasibility of new public art projects. These partnerships could include higher institutions of learning and creative industries.	Phase 1	Partnerships
25.	Culture Division should continue to develop relationships with Metrolinx and MiWay to identify opportunities at Major Transit Hubs, including but not limited to, temporary and permanent public art.	Phase 1	Partnerships
26.	City of Mississauga should continue to initiate partnerships with the private sector in the development of public art on privately owned and publicly accessible lands as part of the site plan review process. Temporary and permanent installations should be explored, including but not limited to; functional and integrated public art, sculpture, hoarding art, and interactive installations.	Phase 1	Partnerships
27.	Culture Division continue to acquire permanent public art for planned infrastructure projects and the built environment.	Phase 1	Existing Infrastructure

No.	Recommendation	Implementation	Category/Public Art Zone
28.	Culture Division should continue and encourage further collaboration with artists, arts organizations and various arts partners in order to grow opportunities for digital based arts programming (i.e. Art of the Screens Program intended for the outdoor LED screens at Celebration Square as well as other available digital infrastructure).	Phase 1	Existing Infrastructure
29.	Celebration Square should continue to be a leader in the City of Mississauga with respect to best practices for digital public art. Culture Division staff should explore further opportunities for digital art programming and partnerships.	Phase 1	Existing Infrastructure
30.	Culture Division should employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.	Phase 1	Existing Infrastructure
31.	City of Mississauga should explore opportunities for a mural program on public property.	Phase 1	Existing Infrastructure
32.	Culture Division should explore and advocate for temporary public art opportunities on existing and proposed infrastructure as well as on transitory, underused and unsightly places (i.e. construction sites, underpasses, underused/unused buildings), as deemed safe and appropriate.	Phase 1	Existing Infrastructure
33.	Culture Division should explore public art opportunities that connect to the living, natural, environmental and cultural heritage of Mississauga, including the past, present and future of Mississauga's diverse residents.	Phase 1	Heritage Sites
34.	Culture Division should encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital. Public Art in this Zone should focus on creative and innovative ways to engage the public with the use of museum and heritage sites, that allow for contemporary interactions with and interpretations of heritage.	Phase 2	Heritage Sites

No.	Recommendation	Implementation	Category/Public Art Zone
35.	Public art opportunities on Heritage sites should align with the Museum and Heritage Planning Strategic Plan, focusing on thematic history to identify ways to re-animate and more effectively use these spaces.	Phase 1	Heritage Sites
36.	All proposals for public art at heritage sites are required to obtain heritage clearance as well as heritage permits. These public art projects are to be produced in accordance with applicable best practices, relevant City by-laws and provincial legislation. Public Art Program staff should work closely with Heritage Planning and Museums staff, the Heritage Advisory Committee, as well as cultural groups and individuals as required, to ensure that public art at heritage sites follows appropriate protocol.	Phase 1	Heritage Sites
37.	Culture Division should commission and encourage public art that explores and better represents the diverse history, cultures and stories of past and present Mississauga First Nations and Indigenous communities.	Phase 1	Heritage Sites
38.	Provision of public art in Mississauga's major pedestrian zones should continually be considered and encouraged wherever possible during the evaluation of development proposals.	Phase 1	Pedestrian Zones
39.	All public art in pedestrian zones should complement the character and streetscape design of the area and be supportive of the City's Urban Design Guidelines and Local Area Plans.	Phase 1	Pedestrian Zones
40.	Public art within Pedestrian Zones should provide aesthetic as well as functional and interactive features, including but not limited to, the incorporation of public art in street furniture, lighting, streetscaping, utility boxes, wayfinding etc. Public art within Pedestrian Zones should function to connect communities and cultures together by animating streetscapes and public spaces.	Phase 1	Pedestrian Zones
41.	Culture Division should work closely with Communications and Transportation and Works Divisions to implement a Downtown Street Banner Program in accordance with Corporate Policy and Procedure – 06-02-06 – Banners and existing budget.	Phase 1	Pedestrian Zones

No.	Recommendation	Implementation	Category/Public Art Zone
42.	Corporate Policy and Procedure 06-02-06-Banners, is managed and operated by the Traffic Engineering and Operations Section of the Transportation and Works Department and is to remain as such.	Phase 1	Pedestrian Zones
43.	Along with the priority public art zones, a continuous bike route with wayfinding and cultural resting points should be considered in future planning and implementation of the City's Cycling Master Plan. This path should be informed by the PAMP, and presents the opportunity to launch in conjunction with existing biking and pedestrian events.	Phase 3	Pedestrian Zones
44.	Culture Division, working alongside other divisions, should explore the possibility of developing a wayfinding and branding program, which allows for various public art elements.	Phase 2	Pedestrian Zones
45.	City of Mississauga should support and encourage experimental and dynamic art in parks that is designed for public interaction and immersion. Public art within the Waterfront area should incorporate functional elements that encourage and promote active living, inviting the audience to interact and play with the public art works.	Phase 1	Waterfront
46.	Public art within the Waterfront Zone should build upon the natural and environmental heritage and incorporate a storytelling element that reflects the First Nations and Indigenous communities.	Phase 1	Waterfront
47.	The Public Art Program should commission artists to create temporary and permanent artwork to connect residents and visitors with the natural environment. Artists should explore the interrelationship between culture and nature by creating art pieces that foster civic engagement and promote dialogue.	Phase 1	Waterfront
48.	To help support the Council endorsed Mississauga Celebration Square Strategic Plan, Public Art Program staff should encourage and support opportunities for temporary and digital public art to enhance the Square's winter experience programming.	Phase 1	Waterfront

No.	Recommendation	Implementation	Category/Public Art Zone
49.	As Major Transit Hubs and Corridors continue to evolve, public art should be integrated along these priority areas. Public art should encourage and assist in the creation of cultural corridors and nodes, elevate the passenger experience and reinforce wayfinding at a civic scale.	Phase 1	Major Transit Hubs and Corridors
50.	Public art should be incorporated into wayfinding, signage and sound walls in Major Transit Hubs and along Transit Corridors. Wayfinding, signage and branding public art works should be coordinated along different Hubs to create a connected and cohesive aesthetic but not limiting the uniqueness of each individual site.	Phase 2	Major Transit Hubs and Corridors
51.	Public art in Transit Hubs and Corridors should be functional, integrated and interactive, including but not limited to temporary installations, vinyl wraps, digital works, streetscape elements and performance art.	Phase 1	Major Transit Hubs and Corridors
52.	City of Mississauga should continue to collaborate with Metrolinx and encourage the inclusion of integrated public art throughout the existing GO Stations in Mississauga. Each station could be contracted to a different artist, who may work through a process of community consultation and engagement to realize the concepts behind the artwork	Phase 2	Major Transit Hubs and Corridors
53.	City of Mississauga's Public Art Program should be closely involved in the HLRT project in order to plan and implement public art opportunities in the public realm that respond to and incorporate local context, community input and historical significance.	Phase 1	Major Transit Hubs and Corridors
54.	Future higher order transit systems proposed along Dundas Street and Lakeshore Road should also be considered as candidates for permanent and temporary public art components.	Phase 3	Major Transit Hubs and Corridors

5.2 ENGAGEMENT PROCESS

Research

Prior to embarking on the PAMP, the Culture Division provided the Consultant with a list of existing policies and background documents. The Consultant submitted a checklist confirming that these documents were reviewed on Friday, October 25th 2013. In conjunction with these documents, the Mississauga website “Culture on the Map” was also consulted and a list of existing public art in Mississauga was created and submitted by the Consultant to the Culture Division on Wednesday, November 20th 2013.

For a complete list of documents consulted see Appendix 5.3

Internal Engagement

During the planning and early stages of the PAMP, the Consultant met on various occasions with representatives from the Culture Division and representatives from the following City Departments:

- City Manager (Economic Development Office, Legal Services)
- Planning and Building (Urban Design, Development and Design, Policy Planning, Strategic Community Initiatives)
- Transportation and Works (Engineering and Construction, Transportation and Infrastructure Planning, Works Operations and Maintenance)

- Community Services (Recreation, Library Services, Parks and Forestry, Culture)
- Corporate Services (Communications, Facilities and Properties Management)

Stakeholder Engagement

An online public survey was issued by the Culture Division to help inform the PAMP. Members of the public, including residents, artists and stakeholders, had an opportunity to share their feedback regarding the direction of public art in Mississauga. Specifically, the survey ascertained public opinion on the importance of public art to the community, proposed priority zones and preferred types of public art.

The survey was issued to the public in December 2014 and closed July 2015. It was heavily promoted on the City of Mississauga website, through Corporate social media outlets and rebroadcasted by local arts organizations. The survey was also publicized on a widely used artist industry website called Akimbo. In total the survey received 75 responses.

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What we heard:

Do you believe that public art is an important element to a community?

- “Public art is essential to economic development, tourism and culture!”
- “Public art gives communities personality and livelihood and makes culture accessible.”
- “Public art enhances the artistic culture of a community. It is important for citizens to understand that art can be both; “high-brow” and for the masses.”

Comments on identified Priority Zones for City public art projects:

- “I ask that the City of Mississauga prioritize public art in pedestrian zones, especially neglected or lower income areas. Something like the Wynwood Walls project in Miami. I didn’t want to leave that place, and it was a derelict area before. The art turned it into a destination.”
- “There is not enough promotion of Mississauga’s Heritage sites and properties. Maybe by having spectacular exhibits will draw the community to visit and learn of Mississauga’s roots.”
- “Public art in transit shelter areas, major intersections and community centres would help humanize the spaces. Currently, Mississauga is very oriented toward car culture and people who use transit are dwarfed by tall buildings. I feel that all of the identified priority zones would benefit from public art as well as creatively designed functional artwork such as benches, lamps and bike racks. I look forward to seeing more public art in Mississauga in the future to help others identify the city as a vibrant and hip place.”

Additional comments from the community:

- “As much as I support local community art, I would like to see more works by renowned international artists in Mississauga.”
- “I would like Mississauga to have more contemporary, exciting and challenging public art.”
- “Public art needs to consider its public as well. Placing contemporary works in the city centre that are not contextualized could alienate the average resident.”
- “Training workshops should be offered to help Mississauga artists learn how to transfer their skills: such as sculpture, painting, etc. so it can be applied to public art.”

5.3 DETAILED SWOT ANALYSIS

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	Strengths	Weaknesses	Opportunities	Threats
Existing Infrastructure Projects	<ul style="list-style-type: none"> Existing Budgets Public Space Happening within the next 5 years Within natural open settings Accessible community spaces High public use 	<ul style="list-style-type: none"> Delays in construction Not necessarily the priority/ideal space for public art Budget 	<ul style="list-style-type: none"> Budget for Art Revitalization of area New focus on area 	<ul style="list-style-type: none"> The development may exceed the budget resulting in a loss of funds for art
Heritage Sites	<ul style="list-style-type: none"> Naturally enriching Open space Public space Address local history Raises community awareness Corporate sponsorship Connected to Waterfront Trail or major transit corridor 	<ul style="list-style-type: none"> Collaborating with varying ownerships to use sites may provide some difficulties Coordination between multiple stakeholders Budget 	<ul style="list-style-type: none"> Recreation programs To address sustainability Share stories from the past Attract audiences through Heritage and identity Temporary public outdoor art events 	<ul style="list-style-type: none"> Interference with private events (ex. weddings) Awareness of public works
Pedestrian Zones	<ul style="list-style-type: none"> High visibility Outdoor leisure and public space Existing destination areas Within the Credit River or Downtown 	<ul style="list-style-type: none"> Without any existing infrastructure projects in these areas, it may be difficult to secure funding for permanent public installations in the next 5 years Budget 	<ul style="list-style-type: none"> Engage local community Interest for permanent work 	<ul style="list-style-type: none"> Lack of space for installation

	Strengths	Weaknesses	Opportunities	Threats
Waterfront	<ul style="list-style-type: none"> • Connectivity • Pedestrian and cycling routes • Existing recreational destination • High public profile • Easily accessible 	<ul style="list-style-type: none"> • Disconnected from the downtown core • Little visibility from high traffic areas • Budget 	<ul style="list-style-type: none"> • To connect the waterfront with the Downtown and the Credit River • To promote outdoor recreation • To celebrate Mississauga's natural assets 	<ul style="list-style-type: none"> • A disconnect from industry and commerce areas may result in a lack of funding opportunities • Proper documentation and awareness of public works
Major Transit Hubs and Corridors	<ul style="list-style-type: none"> • Connection to future development plans for public transit • Existing open spaces available for varying types of installations 	<ul style="list-style-type: none"> • An excess of cars and noise • Current lack of pedestrian appeal • Budget 	<ul style="list-style-type: none"> • For temporary public events such as a community walk or parade. • To connect Downtown to Waterfront 	<ul style="list-style-type: none"> • Difficulty creating a pedestrian-friendly zone in all areas
GO Stations	<ul style="list-style-type: none"> • Community hubs • High public use • Connected to major transit corridors • Existing infrastructure for installations 	<ul style="list-style-type: none"> • Outside major public destination areas • Disconnected from pedestrian zones • Budget 	<ul style="list-style-type: none"> • Opportunity to create a sense of identity and place • Opportunity for community involvement • Coordination with Metrolinx in order to secure space within stations 	<ul style="list-style-type: none"> • Need for partnership agreement with outside organization

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5.4 DOCUMENT LIST

Documents reviewed include:

- The Mississauga Strategic Plan
- Culture Master Plan
- Arts and Culture Business Plan – 2013-16
- Recreation and Parks Future Directions Report
- Framework for a Public Art Program
- City Acquired Art Policy (05-02-07)
- Waterfront Parks Strategy
- Inspiration Lakeview Report
- Inspiration Port Credit
- Downtown 21 Master Plan
- Mississauga Cycling Master Plan (2010)
- Public Art in City Planning Policies and Strategies
- List of Public Art in Mississauga (Obtained from Mississauga Culture Map)
- Mississauga Cultural Resource Map
- Mississauga Data – Information related to population, growth, and land use
- Mapping Artists and Cultural Workers in Mississauga – A Neighbourhood View
- Community Census Profiles (2001)
- Urban Design Guidelines and Standards
- Proposed City of Mississauga Capital Projects – 2014-2018
- The Credit River Parks Strategy
- Make a Place for People - Streetsville Main Street Square
- The Port Credit Mobility Hub Master Plan Study, 2011
- HMLRT Urban Design and Streetscape Strategy

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5.5 FOOTNOTES

1. Ontario Ministry of Municipal Affairs and Housing, *Business Improvement Area Handbook, 2010* <<http://www.mah.gov.on.ca/Page1529.aspx>>
2. CARFAC, *About*, <<http://www.carfac.ca/about/>>
3. CPTED, *What is CPTED*, <<http://cptedontario.ca/mission/what-is-cpted/>>
4. City of Toronto, *BY-LAW No. 1218-2011*, <<http://www1.toronto.ca/City%20Of%20Toronto/Transportation%20Services/Beautiful%20Streets/Files/pdf/law1218.pdf>>
5. Canada Council for the Arts
6. Lumina, *About*, <<http://www.light2015.org/Home/Event-Programme/2015/Exhibition/LUMINA-Light-Festival.html>>
7. NYC Parks, *Art in the Parks Program*, <<http://www.nycgovparks.org/art-and-antiquities/art-in-the-parks>>

5.6 IMAGE SOURCES

Page No.	Image	Source/Photo Credit
	Title Page	City of Mississauga
5	Possibilities	Lane Dorsey
5	Titled Spheres	Supplied by Andrew Davis PAC
5	Earthbound...Unbound	Supplied by Andrew Davis PAC
6	Art of Sport	Tori Lambermont
6	Tree Quilts	Light Monkey Photography
6	Crossing Pedestrians	Lane Dorsey
18	700 Delaware	http://www.designboom.com/art/700-delaware-by-hense/
18	Blue Trees	http://www.kondimopoulos.com/thebluetrees/vancouverbiennale/
18	Skin	http://www.piartworks.com/english/sanatcilar_det2.php?recordID=Mehmet%20Ali%20UYSAL&galeriID=Skin
18	MAP	http://datenform.de/mapeng.html
18	Street Hunger	http://www.biancoshock.com/street-hungry.html
18	Lancaster Gate	http://www.gkrscaffolding.co.uk/media/4271/lancaster_gate.jpg
19	Red Ball Project	https://www.facebook.com/redballproject/photos/a.10152411631433823.1073741877.8448182882/10152411632023823/?type=3&theater
19	Paint the Town Red	http://www.filthyluker.org/art-attacks/nggallery/page/1
19	Umbrella Sky	http://www.agitageda.com/en/eventos/street-art/
19	Crown Fountain	http://www.cityofchicago.org/content/dam/city/depts/dca/Millennium%20Park/crownfountain800.jpg
19	I See What You Mean	http://denverconvention.com/about-us/public-art-old/
19	Street Cathedral	http://travelbetweenthepages.com/2011/11/01/boston-loves-public-art/
33	Safari Urbain	http://media.architecturaldigest.com/photos/560afb277da26e3235ad9619/master/pass/French-Artist-Julien%20Nonnon-Safari-Urbain-Paris-16.jpg
33	Long Live the Dead Queen	http://www.designboom.com/art/mary-sibande/

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Page No.	Image	Source/Photo Credit
33	Moto Wall	http://theheavyprojects.com/projects
33	1.8	http://www.echelman.com/project/smithsonian/
35	Trompe L'Oeil	http://www.thinktank.org.uk/blog/1694-iconic-building-gains-trompe-l-oeil-wrap.php
35	Dear World...Love, Cambridge	http://www.miguel-chevalier.com/en/dear-world-yours-cambridge?position=1&list=aw_rxot6wNPZWheSyepZ1q1iVcw6lYg-X2TuRbmQz34
36	Community Canoe Project	https://homegrown.projexity.com/initiatives/Uuys3SAIbXHIQ0rMNCmV2f3ggun
36	Mungo National Park Heritage and Indigenous Signage	https://s-media-cache-ak0.pinimg.com/736x/67/c1/9d/67c19d4645828436a3c9af4b948ba607.jpg
38	Parklet	http://popupcity.net/turning-grey-boxes-into-green-spaces/
38	Monument	http://www.thisiscolossal.com/wp-content/uploads/2015/10/library-2.jpg
39	Walk[Your City]	https://www.nclm.org/programs-services/publications/southern-city/2014/2014-04/PublishingImages/WalkYourCityNorthHills.JPG
39	RainWorks	http://www.odditycentral.com/art/seattle-artist-creates-invisible-street-art-that-only-appears-when-it-rains.html
40	Modified Social Bench NY No.05	http://www.publicartfund.org/view/exhibitions/6071_jeppe_hein_please_touch_the_art#&gid=1&pid=2
41	Impulse	http://www.quartierdesspectacles.com/fr/activite/7551/luminotherapie
43	Short Edition	http://www.thisiscolossal.com/wp-content/uploads/2015/11/story-4.jpg
43	Idée-O-rama	http://thecreatorsproject.vice.com/blog/cold-montreal-winter-brightened-by-colorful-comic-book-signs

City of Mississauga

Corporate Report



Date: 2016/05/03

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Meeting date:
2016/05/18

Subject

Rooftop Leasing at Huron Park and Burnhamthorpe CCs for Solar Installations

Recommendation

That a by-law be enacted authorizing the Commissioner of Corporate Services and Chief Financial Officer to execute roof lease agreements at Huron Park Community Centre and Burnhamthorpe Community Centre, for the purpose of solar photovoltaic power generation; subject to the agreements being in a form satisfactory to the City Solicitor.

Report Highlights

- April 2011, General Committee approved recommendation GC-0171-2011 to issue a Request for Proposal to lease rooftop space on City property for the purpose of the installation and operation of solar panels
- In February 2012 the City entered into an Option to Lease agreement with SunEdison, the selected vendor from the RFP
- After unsuccessful applications to the Feed-In Tariff (FIT) 2.0 program, in August 2014, SunEdison received 3 contract offers for the FIT 3.0 program for the City facilities. Of the 3, it was determined that only Burnhamthorpe and Huron Park Community Centres had the structural and grid capacity to support a solar installation.
- SunEdison approached the City to lower the proposed lease rates due to poor economics on their side, in part caused by reduced FIT 3.0 rates to purchase the generated electricity. The City and SunEdison could not come to an agreement on lease rates that were acceptable to both parties.
- In October, 2015, SunEdison announced their intent to sell their FIT contract, including the ones involving the City facilities, to Solar Provider Group (SPG). The Transaction was completed in March 2016.

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- In April, 2016, SPG and the City came to an agreement on lease rates, conditional on successful negotiation of a Lease Agreement that would pay the City \$22,000 per year, with a 1.5% escalator each year, for leasing the roof space on the two facilities. Total net revenue over the 20 year life of the contract would be \$508,720.

Background

In April 2011, Facilities and Property Management staff provided a corporate report to General Committee recommending that a Request for Proposal be issued to qualified photovoltaic power generation developers for leasing roof top space at seven (7) City facilities for the purpose of installation and operation of solar panel arrays. The successful vendor would enter into an agreement with the Ontario Power Authority (OPA) under the Feed-In Tariff (FIT) program for the sale and purchase of the generated power. General Committee approved the report and issued Recommendation GC-0171-2011.

In June of 2011, F&PM staff released a Request for Expression of Interest and Pre-qualification. The City received 14 replies, of which 4 were selected to receive the Request for Proposal, which was issued in September of 2011. After some clarifications, SunEdison was selected as the successful vendor in November 2011.

During the RFP process, the FIT program was undergoing a review by the OPA. The review was to look at the offered rates, as well as the rules and regulations, and was expected to conclude in early 2012. During the time of the review, no FIT contracts would be awarded.

In February of 2012, the City and SunEdison entered into an Option to Lease agreement which included the expected annual lease payment for each facility based on FIT 1.0 rates.

Between April and December of 2012, SunEdison performed site inspections, reviews and feasibility reports of the seven proposed facilities. From these reviews, it was determined that three (3) of the facilities were unsuitable for a solar installation, whether due to structural or layout reasons. An additional site was proposed and added to the Option to Lease agreement in lieu of the removed locations.

Review of the FIT program was completed in August of 2012. The updated FIT 2.0 program included more stringent requirements for installations as well as lower rates for the generated power. For the systems that were proposed for the City facilities, the rates were reduced about 24%. In December of 2012, SunEdison submitted applications for FIT 2.0 for the five (5) City facilities.

In January 2013, SunEdison submitted an updated proposal to the City with reduced lease rates. Reasoning for the reductions was given as the higher than expected FIT rate reductions.

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After discussions and negotiations with the City, an agreement was reached on lower annual lease rates which included an annual increase on the payments made.

When the OPA announced the FIT contracts awarded in May of 2013, no City facility was offered a FIT contract. The OPA declined to comment on reasons for the rejections.

After announcing the FIT 2.0 contract awards, the FIT program underwent a second review, which was completed in Fall, 2013. FIT 3.0 rates reduced a further 39% over the FIT 2.0 rates.

After the Fit 3.0 review, SunEdison reapplied for the City facilities. In August of 2014 it was announced that contract offers were provided to three (3) of the five (5) City facilities. Those facilities were:

- Huron Park Community Centre
- Mississauga Valley Community Centre
- Burnhamthorpe Community Centre

After award of the contracts, SunEdison sent a new proposal to the City looking to for a substantial reduction in the agreed lease rates, citing poor economics. The basis of their proposal was that while FIT rates reduced 54% from FIT 1.0, their costs only reduced less than 15%. The City determined that the offered rates were not worthwhile, and both parties took a 'wait and see' approach.

In October of 2015, SunEdison announced that they intended to sell their FIT 3.0 projects to another party: Solar Provider Group (SPG).

The City does have experience with rooftop solar. In late 2007, the City installed a 25kW system, paid for by the City, with 50% covered by a grant from Enersource and the Ontario Power Authority (OPA), on the rooftop of Hershey Arena. In the eight years of its operation, the system has generated 214,000 kWh, offsetting about 19.7 tonnes of Greenhouse Gas emissions. During that time, the City has not encountered any maintenance issues from the existence of the system.

Present Status

SunEdison and SPG have completed all legal negotiations to finalize the assignment of the City contracts. Additionally, it was reported in the Globe and Mail on April 21, 2016 that the American division of SunEdison Inc. has filed for bankruptcy protection.

SPG and the City have negotiated lease rates that are acceptable to both parties. SPG has performed preliminary site evaluations and submitted connection assessments to the utility. From these, it was determined that Mississauga Valley Community Centre did not have the grid capacity for a solar installation, and as such was removed from the agreement.

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The legal team for SPG and legal counsel for the City are to negotiate acceptable terms for the Lease agreement, which would be in place for the duration of the FIT contract, which is 20 years.

Comments

The City and SPG have agreed upon lease rates of \$12,000 and \$10,000 per year for Huron Park Community Centre and Burnhamthorpe Community Centre respectively, with an annual escalator of 1.5%. Over the 20 year life of the agreement, this would result in a total revenue to the City of \$508,720 (\$22,000 in the first year, \$29,193 in year 20).

SPG has proposed a solar PV system of 150 kW for Huron Park Community Centre, with panels to be located on the roof areas of the arena, gymnasium, and part of the lobby area. For Burnhamthorpe Community Centre, they are proposing a system of 175 kW, locating panels on the roof of the arena, gymnasium, and Appleby Room.

Construction and installation of the systems would take two to four weeks, and would have to be completed by the end of the August, 2016, due to the terms of the SPG contract offer.

Strategic Plan

The installation of PV power generation facilities on the roof space of the two selected facilities would be an important step in achieving our environmental goals as outlined in the Green Pillar of the Strategic Plan. The proposed systems would generate enough electricity to offset 24 tonnes of greenhouse gas (GHG) emissions.

Financial Impact

The agreed upon lease rates with the vendor would provide a total net revenue of \$508,720 over the 20 year life of the contract. The first year revenue would be \$22,000. This would increase by 1.5% each year, reaching \$29,193 in the final year of the lease agreement.

Conclusion

Upon successful negotiation of lease terms, it is recommended that the City enter into the lease agreement with Solar Provider Group to lease roof space on Huron Park and Burnhamthorpe Community Centres.

General Committee

2016/05/03

5

Attachments

Appendix 1: April 2011 General Committee Report

Appendix 2: Recommendation GC-0171-2011



For:

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Daryl Martin, Energy Managment Coordinator, Facilities and Property Management



Corporate Report

Clerk's Files

Originator's
Files

DATE: March 24, 2011

TO: Chair and Members of General Committee
Meeting Date: April 6, 2011

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: Solar Power Generation at Garry W. Morden Centre
Ward 9

- RECOMMENDATION:**
1. That a Request for Proposal be issued to qualified photovoltaic power generation developers for leasing roof top space at the following facilities for the purpose of installation and operation of solar panel arrays:
 - Garry W. Morden Centre
 - Huron Park Community Centre
 - Mississauga Valleys Community Centre
 - Cawthra Arena
 - Transit Garage
 - Iceland Arena
 - Burnhamthorpe Community Centre
 2. That a by-law be enacted authorising the Commissioner of Corporate Services and Treasurer to execute roof lease agreements for the purpose of solar photovoltaic power generation with the selected developer together with such other instruments and documents as may be required to give full effect to the lease agreement for a period of 20 years, all in a form satisfactory to the City Solicitor.

3. That the Commissioner of Corporate Services and Treasurer provide a report to Council detailing the outcome of the Request for Proposal process including proposed capacity of photovoltaic installations, anticipated revenue over 20 years and associated environmental benefits.

BACKGROUND:

A corporate report was provided to General Committee in February, 2011 evaluating the installation of a 50 kW wind turbine at the Garry W. Morden Centre. The report recommended not proceeding with the installation of a wind turbine due to poor economic returns resulting from low average wind speeds in Mississauga. General Committee accepted the recommendation and requested a report on providing photovoltaic (PV) power generation at the Garry W. Morden Centre.

In 2007, the City installed a 25 kW pilot PV generation plant on the Hershey Centre. The power generated was initially sold into the grid at \$0.42/kWh under the Renewable Energy Standard Offer Program (RESOP). In July, 2010, the RESOP Agreement was upgraded to a Feed in Tariff (FIT) Agreement that pays \$0.71/kWh for the remaining period of the original 20 year Agreement. The cost of this installation was \$300,000 and 50% of the cost was funded through a grant by Enersource Hydro Mississauga. Grants of this nature are no longer available.

One of the changes that have occurred since the Hershey project was completed is that provincial policy has moved away from the provision of capital grants to support projects towards the provision of higher rates for generated power. This shift requires proponents to source their own capital to develop a project but rewards them for this investment with long term revenue guarantees through the FIT Program.

The pilot installation at Hershey has performed well and generated 84,000 kWh of green electricity in the first 3 years with revenue totalling approximately \$38,000. Being a small installation, the power generated is equivalent to the consumption of 3 average homes and results in greenhouse gas (GHG) emission reductions of 8

tonnes/yr which is equivalent to removing 3 cars from Mississauga roads.

PRESENT STATUS:

The FIT Program approved under the Green Energy Act is still accepting applications for PV installations. Under the FIT Program, Ontario Power Authority will accept green power generated from rooftop solar installations that is fed into the Ontario power grid at a rate of \$0.71/kWh for a period of 20 years for installations having a capacity ranging from 10 kW to 250 kW. The FIT rate reduces to \$0.635/kWh for larger rooftop solar installations above 250 kW and up to 500 kW. In comparison, the current average rate for electrical energy in Mississauga is \$0.083/kWh.

The FIT Program also accepts green power generated from ground mounted solar PV installations at a lower rate of \$0.443/kWh for nominal capacity over 10 kW. Although ground mounted solar installations provide lower revenue than similarly sized rooftop solar installations, the initial investment required is similar for both types.

As part of the FIT Agreement, a 'connection to grid approval' is required from the local LDC (Enersource Hydro Mississauga) based on available capacity in the local grid to accept additional green power. As a result of significant uptake of the FIT Program, distribution and transmission systems are beginning to reach technical limits for connection of additional generation projects. Applicants to the FIT Program in some jurisdictions who had received approval from FIT conditional to "connection to grid" approval from the utility and had begun developing projects are receiving notices about inadequate grid capacity affecting their solar installation and are being denied access to the grid. As well, there is a possibility of FIT rates being reduced in the third quarter of 2011 as the Program gets closer to targets set for solar power.

COMMENTS:

In addition to estimating the cost of implementing PV projects as owned installations, staff have investigated the feasibility of achieving the environmental benefits of PV installations at City facilities by taking the approach of leasing the space necessary for these installations to private sector developers. In this approach, the

developer invests the capital, manages the project, maintains the PV system and pays the City an agreed upon annual rent. They would also be responsible to obtain approval under the FIT Program and administer the FIT Agreement. In return, they would receive all revenue from the FIT Program. This approach has the advantage of reducing the time and cost of City staff developing a project and also transfers the operational risk (eg. equipment failure) over the 20 year life of the agreement to the private sector partner.

Staff worked over the past 6 months with two known PV developers and received proposals for potential roof leases at a variety of locations including the Garry W. Morden Centre and the Transit Garage. Estimates provided in this report are based on these proposals and performance of the PV pilot installation at Hershey Centre.

Based on these consultations it was determined that the preferred size of an installation is 250 kW which is the upper limit of the size of an installation that would qualify for the FIT rate of \$0.71/kWh. It was also determined that the preferred features of a facility suitable for a solar PV installation are:

- A flat or a slightly sloping roof 80,000 sq. ft. or larger to accommodate a PV installation of 250 kW nominal capacity. Smaller facilities could also be considered for development however a lower rate of return to the City should be expected.
- Roof should have minimum clutter of rooftop HVAC and other equipment.
- South facing roof with minimum shading from surrounding structures.
- Adequate structural strength and good condition of the roof membranes, flashings, etc.

The Garry W. Morden Centre has a clear, flat roof, open to the south and has an area of 46,000 sq. ft. that can accommodate a PV installation of 135 kW capacity. Further technical investigation would have to be carried out to determine if the roof has adequate structural strength.

It was estimated that the capital cost of a 135 kW installation would be \$1.12 million. Annual estimated power generation would be 151,200 kWh resulting in annual revenue of \$107,806 when sold into the

Ontario grid at the FIT rate of \$0.71/kWh. This of course assumes that the FIT Program application was successful and the local grid capacity was capable of accepting the power generated. Annual operating and maintenance cost is estimated at 1.0% of capital cost amounting to \$11,240. Net annual revenue after operating expenses would amount to \$96,566. Total revenue over a period of 20 years would total \$1.931 million, less debt charges at an assumed rate of 5% per year, providing a return on investment of \$204,700 (18.2%) over 20 years. The life of solar panels is expected to be 20 to 25 years. Additional revenue could be expected if the life of solar panels extended beyond 20 years. This 135 kW rooftop PV installation would generate enough green power for 19 average homes and reduce GHG emissions by 44 tonnes/yr, which is equivalent to removing 18 cars from Mississauga roads.

As an alternative, the option of leasing the same roof and receiving an annual rent was examined. It is estimated that a rent of \$8,100/yr could be expected under this scenario. The annual cost of lease administration would be estimated to be \$1000/yr providing a net income of \$142,000 over 20 years to the City without the requirement of any upfront capital investment.

Since the Garry W. Morden Centre sits on a site with a significant amount of unoccupied land, the option to lease unused land to developers of ground mounted PV installations was also evaluated. A ground mounted solar installation has to be very large (in the range of 4-7 MW) to be feasible due to the lower FIT rate of \$0.443/kWh as compared to \$0.71/kWh for roof mounted solar. The land requirement for a 4-7 MW solar array would be in excess of 16 acres. That area is not available at the Garry W. Morden Centre so further analysis was not carried out.

As noted, the ideal size of an installation is 250 kW which yields a higher financial return than is possible at the Garry W. Morden Centre, due to the lower capital cost per kWh produced and the highest possible rate per kWh for power generated. The Transit Garage, for example, can accommodate an installation of this size producing 280,000 kWh and almost \$200,000 in gross revenue annually. Over 20 years the net return would be \$475,200. By comparison, a lease would be expected to net approximately \$380,000

over the same period of time.

A preliminary analysis of our building inventory has revealed that the Transit Garage, Iceland Arena and Burnhamthorpe Community Centre could support an installation of 250 kW. In addition to the Garry W. Morden Centre, the Huron Park Community Centre, Mississauga Valleys Community Centre and Cawthra Arena could potentially support an installation of approximately 135 kW. Packaging all of these potential locations into one Request for Proposals for roof leases for PV installation will provide administrative efficiencies in terms of the proposal call process and the development of legal agreements and will result in the best potential overall value for the City.

Having considered all aspects of this matter, it is recommended that the City pursue a rooftop lease for PV installation at all of the above noted facilities in conjunction with private developers of this technology through the issuance of an RFP to qualified vendors. This option requires no upfront capital investment from the City and reduces the City's risk of lower revenue from lower than anticipated power generation as a result of equipment failure and changes in solar radiation due to climate change etc. The lease option provides fixed rental revenue that is reasonable while achieving the many environmental benefits of solar power.

STRATEGIC PLAN:

The installation of PV power generation facilities on City owned roof tops will be an important step in leading the community towards the zero carbon City goal under the Green Pillar of the Strategic Plan. If all of the facilities noted in this report were developed with PV installations, enough electricity to power 175 homes would be generated and greenhouse gas (GHG) emissions would be reduced by 410 tonnes, the equivalent of removing 168 cars from our roads.

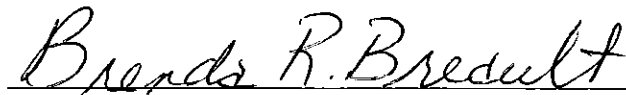
In the case of the Garry W. Morden Centre, the environmental benefits of PV power generation would be incremental to the benefits accruing from the many LEED Silver design features of this facility including rainwater and grey water recycling, low flow faucets, high efficiency lighting and daylight harvesting, high efficiency boilers, etc.

FINANCIAL IMPACT: The Lease option, if implemented on all facilities noted in this report would provide net revenue of an estimated \$1,708,000 over 20 years or approximately \$85,000 per year.

CONCLUSION: It is recommended that the City adopt a partnership approach with private sector PV facility developers to permit the installation of solar installations on its buildings, contributing to green energy production and greenhouse gas emission reduction in the community.

Based on the success of the Hershey Centre pilot project, staff have been examining the potential for PV installations to further contribute to the City's fiscal and environmental objectives through a wider application of the technology.

It is recommended that an RFP process be utilized to pursue this opportunity.



Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

*Prepared By: Rajan Balchandani, P. Eng., Manager, Energy
Management, Facilities & Property Management*

Recommendation GC-0171-2011

GC-0171-2011

1. That a Request for Proposal be issued to qualified photovoltaic power generation developers for leasing roof top space at the following facilities for the purpose of installation and operation of solar panel arrays:
 - Garry W. Morden Centre
 - Huron Park Community Centre
 - Mississauga Valleys Community Centre
 - Cawthra Arena
 - Transit Garage
 - Iceland Arena
 - Burnhamthorpe Community Centre
2. That a by-law be enacted authorizing the Commissioner of Corporate Services and Treasurer to execute roof lease agreements for the purpose of solar photovoltaic power generation with the selected developer together with such other instruments and documents as may be required to give full effect to the lease agreement for a period of 20 years, all in a form satisfactory to the City Solicitor.

City of Mississauga Corporate Report



Date: 2016/05/04

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng., Acting Commissioner of
Transportation and Works

Originator's files:
MG.23.REP RT.10.Z-22

Meeting date:
2016/05/18

Subject

Lower Driveway Boulevard Parking - Naomi Crescent (Ward 7)

Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at any time on the south, west and north side (outer circle) of Naomi Crescent.

Background

The Transportation and Works Department received a completed petition from an area resident to implement lower driveway boulevard parking on Naomi Crescent. A sidewalk is present on the south, west and north side (outer circle) of Naomi Crescent and lower driveway boulevard parking between the curb and sidewalk is currently prohibited. Currently, three-hour parking is permitted on Naomi Crescent.

Comments

To determine the level of support for lower driveway boulevard parking between the curb and sidewalk, a parking questionnaire was distributed to the residents of Naomi Crescent.

Twenty-nine (29) questionnaires were delivered and 16 (55%) were returned; 15 (94%) supported the implementation of lower driveway boulevard parking and 1 (6%) was opposed. Since greater than 66% of the total respondents support lower driveway boulevard parking, the Transportation and Works Department recommends implementing lower driveway boulevard parking between the curb and sidewalk, at any time, on the south, west and north side (outer circle) of Naomi Crescent.

The Ward Councillor supports the proposal for lower driveway boulevard parking. The existing three-hour on-street parking will be maintained.

Financial Impact

Costs for the sign installations can be accommodated in the 2016 Current Budget.

Conclusion

Based on the results of the questionnaire, the Transportation and Works Department supports lower driveway boulevard parking between the curb and sidewalk, at any time, on the south, west and north side (outer circle) of Naomi Crescent.

Attachments

Appendix 1: Location Map - Lower Driveway Boulevard Parking - Naomi Crescent (Ward 7)



Geoff Marinoff, P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Magda Kolat, Traffic Operations Technician



City of Mississauga

Corporate Report



Date: 2016/05/04

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng., Acting Commissioner of
Transportation and Works

Originator's files:
MG.23.REP
RT.10.Z-57

Meeting date:
2016/05/18

Subject

U-Turn Prohibition - Tenth Line West between Eglinton Avenue West and Erin Centre Boulevard (Ward 10)

Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement a U-turn prohibition, at any time, for northbound and southbound motorists on Tenth Line West between Eglinton Avenue West and Erin Centre Boulevard.

Background

The Transportation and Works Department is in receipt of a safety concern from Peel Regional Police for the students attending Oscar Peterson Public School located at 5120 Perennial Drive regarding northbound and southbound U-turns on Tenth Line West between Eglinton Avenue West and Weatherford Road. Peel Regional Police advised that motorists often perform U-turns on this section of Tenth Line West during the morning admission and afternoon dismissal times at Oscar Peterson Public School.

Currently there is a U-turn prohibition on Tenth Line West from Erin Centre Boulevard to a point 170 metres (558 feet) southerly thereof for northbound and southbound motorists on Tenth Line West.

Comments

It was determined that these U-turns are being performed during times of increased traffic volumes at Oscar Peterson Public School as a means of avoiding vehicular queues within the school property. Designating a U-turn prohibition on this section of Tenth Line West would not negatively impact traffic on Tenth Line West and may increase the overall level of safety in the area. The Transportation and Works Department therefore supports extending the current U-turn prohibition on Tenth Line West between Eglinton Avenue West Erin Centre Boulevard.

The Ward Councillor supports the implementation of a U-Turn prohibition on Tenth Line West.

Financial Impact

Costs for the sign installations can be accommodated in the 2016 Current Budget.

Conclusion

The Transportation and Works Department supports the implementation of a U-turn prohibition for northbound and southbound motorists on Tenth Line West between Eglinton Avenue West and Erin Centre Boulevard. The prohibition would also allow for enforcement by Peel Regional Police.

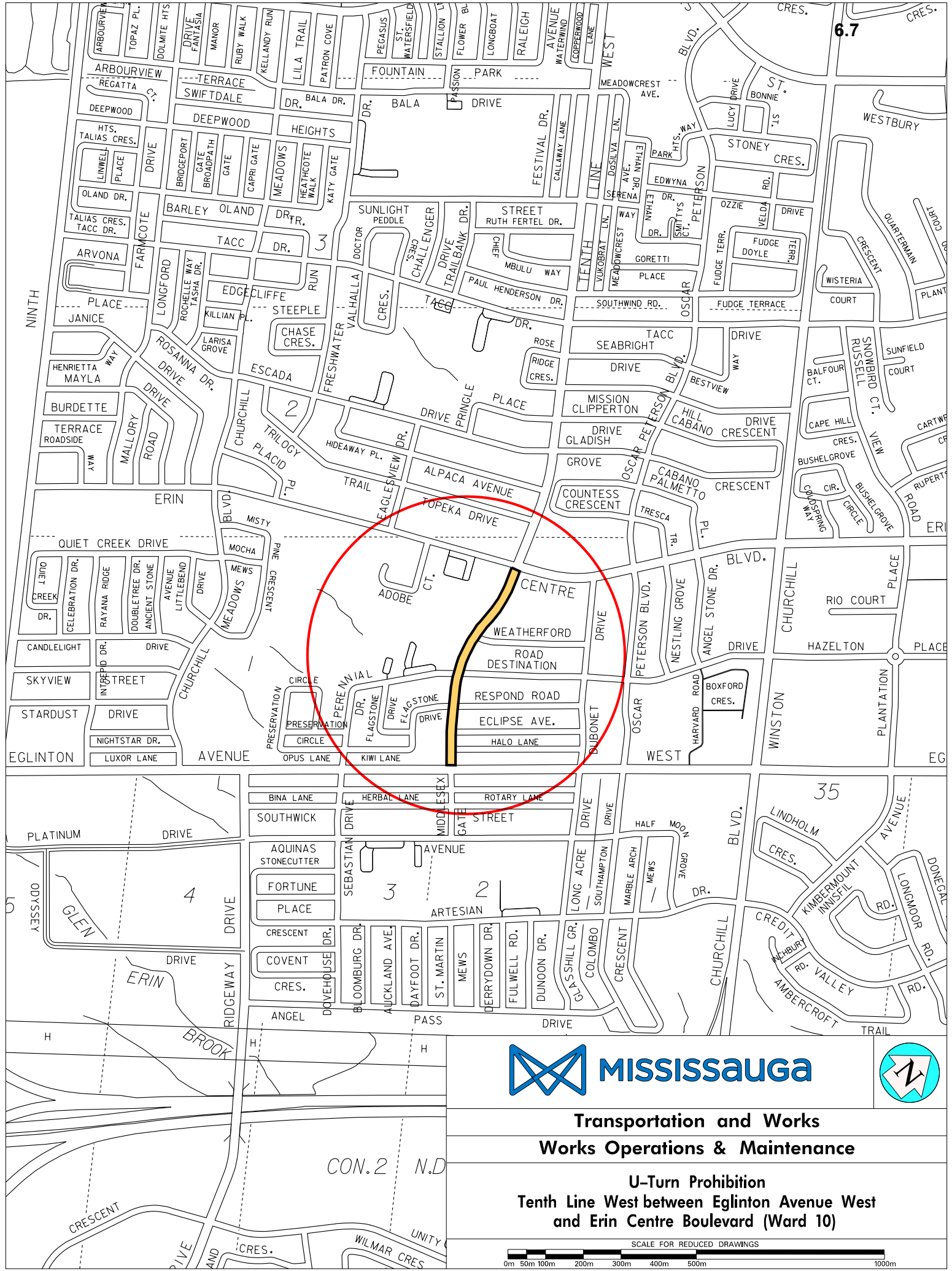
Attachments

Appendix 1: Location Map - U-Turn Prohibition - Tenth Line West between Eglinton Avenue West and Erin Centre Boulevard (Ward 10)



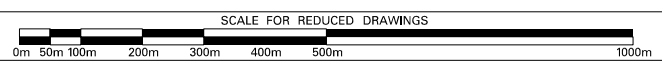
Geoff Marinoff, P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Denna Yaunan, C.E.T., Traffic Operations Technologist



**Transportation and Works
Works Operations & Maintenance**

**U-Turn Prohibition
Tenth Line West between Eglinton Avenue West
and Erin Centre Boulevard (Ward 10)**



City of Mississauga

Corporate Report



Date: 2016/05/04

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng., Acting Commissioner of
Transportation and Works

Originator's files:

Meeting date:
2016/05/18

Subject

Exemption to the Three-hour Parking Limit on Easter Sunday

Recommendation

That the by-law be enacted to amend the Traffic By-law 555-00, as amended, to exempt Easter Sunday from the three-hour parking limit as outlined in the report from the Commissioner of Transportation and Works, dated May 4, 2016 and entitled "Exemption to the Three-hour Parking Limit on Easter Sunday".

Background

At its meeting of February 24, 2016 Council approved the following recommendation:

"GC-0090-2016

That there be a three-hour parking limit exemption on the following statutory holidays between 8:00 a.m. to 12 midnight: New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving Day, Christmas Day and Boxing Day."

This recommendation did not include Easter Sunday as a holiday exempt from the three-hour parking limit as strictly speaking Easter Sunday is not recognized as a statutory holiday. Subsequent to approval of GC-0090-2016 members of Council have expressed a desire to have Easter Sunday included in the list of holidays exempt from the three-hour parking limit between 8:00 a.m. to 12 midnight. In fact, staff did not enforce the three-hour parking limit on Easter Sunday 2016 (April 27th) between 8:00 a.m. to 12 midnight based on responses received from a majority of the members of Council not to enforce during this time period.

Comments

Subsequent to approval of GC-0090-2016 members of Council have expressed a desire to have Easter Sunday included in the list of holidays exempt from the three-hour parking limit between 8:00 a.m. to 12 midnight.

As result, staff recommend that a by-law be enacted to amend the Traffic By-law 555-00 to make this change.

Financial Impact

This recommendation may have a minor impact on the number of penalty notices issued on Easter Sunday and the related revenues.

Conclusion

Initially the Traffic By-law 555-00, as amended, was not revised to include Easter Sunday as a holiday exempt from the three-hour parking limit between 8:00 a.m. to 12 midnight. This change will provide families and their visitors' relief from the three-hour parking limit on Easter Sunday during the time proposed.



Geoff Marinoff, P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Geoff Wright, P.Eng., MBA, Director of Works Operations and Maintenance

City of Mississauga

Corporate Report



Date: 2016/05/02

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng, Acting Commissioner of
Transportation and Works

Originator's files:
MG.23.REP

Meeting date:
2016/05/18

Subject

Request to Assume Private Condominium Road - Pierpont Place, Peel Condominium Corporation No. 221 (Ward 9)

Recommendation

That Peel Condominium Corporation No. 221's request to have Pierpont Place, a private condominium road, assumed by the City be refused as outlined in the report dated May 2, 2016 from the Acting Commissioner of Transportation and Works titled "Request to Assume Private Condominium Road – Pierpont Place, Peel Condominium Corporation No. 221 (Ward 9)".

Background

A letter was submitted by the property managers of Peel Condominium Corporation No. 221 to Councillor Saito requesting the City to assume the condominium corporation's private road known as Pierpont Place (Appendix 1).

The property, comprised of 36 freehold single family homes, is located north of Lake Wabukayne in the Meadowvale Neighbourhood (Appendix 2). The Peel Condominium Plan No. 221 was registered in February 1980.

Councillor Saito requested staff to review the request and report back to General Committee. Staff from the Planning and Building and Transportation and Works Departments, as well as the Region of Peel, was consulted in the preparation of this report.

Comments

The City has received a number of requests over the years from condominium corporations to convert private roadways to municipal public roads and has in all cases refused these requests. It is estimated that there are hundreds of private condominium roads throughout Mississauga with widely different forms, sizes, locations and states of repair. If the City were to start assuming these private condominium roads a precedent may be set that would result in significant capital, operations and maintenance costs to the City.

Condominium developments by their nature are a more compact form of development. Private roads associated with condominium developments differ from municipal public roads in many respects. The most common differences include: road width, design and construction standards of above and below ground infrastructure, and maintenance practices.

Private condominium roads are typically narrower and do not meet the minimum requirements for the wider pavement and boulevards that are standard features of municipal public roads. The design of the pavement structure for these roads may also not be to City standards. The storm, sanitary and water services installed beneath private condominium roads are constructed in accordance with the Building Code Act and Ontario Building Code and may differ from municipal standards. There is also other infrastructure such as streetlighting, sidewalks and utility corridors which may not be built to or meet City standards.

It is anticipated that a significant amount of rehabilitation and investment in infrastructure would be needed to bring private condominium roads to municipal standards. Further, when assuming private condominium roads, consideration must also be given to encumbrances such as private landscaping, fencing, private walkways, stairs, visitor parking areas and underground parking which may encroach onto the new public road allowance.

With respect to municipal operational and maintenance activities, impacts and constraints may be encountered if private condominium roads are assumed. For instance, snow removal and storage may be problematic and necessitate the need for different municipal equipment.

The Peel Condominium Plan No. 221 was registered in February 1980 which would suggest that the road and associated infrastructure are over 35 years old. Given its age and built form, it is anticipated that many of the issues identified above would need to be addressed in order to bring Pierpont Place to municipal standards.

Financial Impact

Not applicable.

Conclusion

The assumption of private condominium roads by the City raises a number of concerns, including aging infrastructure in need of repair or replacement and non-municipal design, construction and maintenance standards, all leading to increased cost pressures on the City. As a result, it is recommended that the request from Peel Condominium Corporation No. 221 to have the City assume the private condominium road, Pierpont Place, be refused.

General Committee

2016/05/02

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Originators files: MG.23.REP

Attachments

Appendix 1: Letter from Peel Condominium Corporation No. 221 dated February 25, 2016

Appendix 2: Location Plan



Geoff Marinoff, P. Eng, Acting Commissioner of Transportation and Works

Prepared by: Lincoln Kan, Manager, Development Engineering



Peel Condominium Corporation No. 221

#1-36 Pierpont Place
Mississauga, ON L5N 5V1

Councillor Pat Saito
Ward 9, City of Mississauga
300 City Centre Drive
Mississauga, ON L5B 3C1
pat.saito@mississauga.ca

February 25, 2016

Dear Councillor Saito,

As a property owner in our community, attended the same meeting as you on February 21st. I advised us she had chatted with you about the possibility of converting our Condominium Corporation of 36 freehold single family homes into city homes under the City of Mississauga.

We would like an opportunity to present our case for a report to be generated as to the possibility of a conversion.

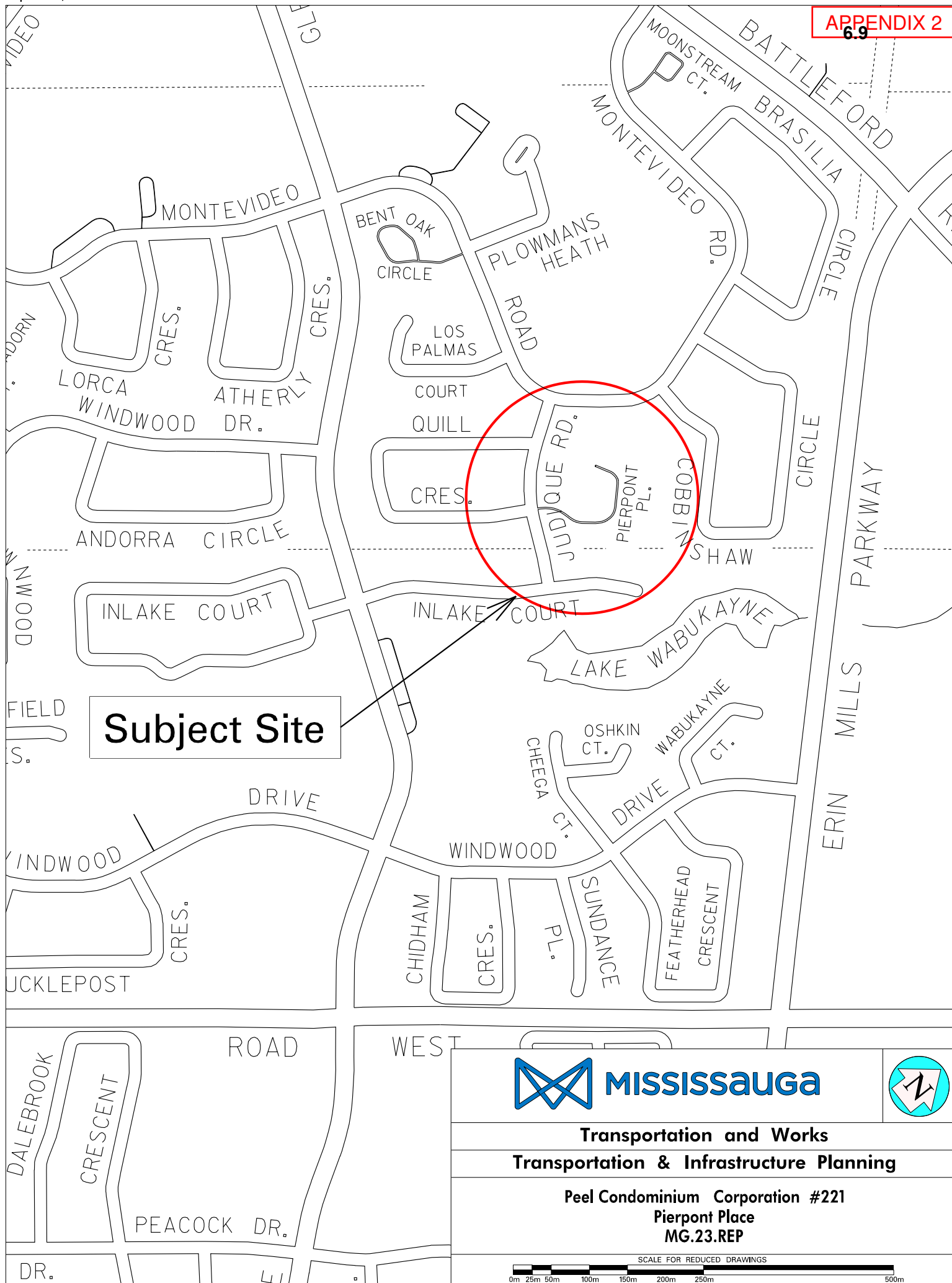
We pay the same taxes as homes on regular city streets and in addition a Condominium Fee of \$160 a month for lawn maintenance, snow plowing, and all road and infrastructure maintenance costs. The only benefits we receive from the City for our taxes are garbage pickup, Police, Fire, and Ambulance services.

We have a very healthy Reserve Fund of approximately \$145,000 towards road maintenance and infrastructure costs and may be willing to contribute a portion of this to the City of Mississauga in exchange for the City taking over our property.

If you have any questions or require further information, please don't hesitate to contact me.

Sincerely,

Lynn Merritt and Gerry Cousins
Co-Property Managers
P.C.C. #221
4 Pierpont Place
Mississauga, ON L5N 5V1
905-826-3281
lynnc.merritt@sympatico.ca



City of Mississauga

Corporate Report



Date: 2016/05/03

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng., Acting Commissioner of
Transportation and Works

Originator's files:

Meeting date:
2016/05/18

Subject

Supplementary Report - Amendments to the Business Licensing By-law 1-06, as amended, regarding Licensing Fees for Outdoor Clothing Donation Drop Boxes

Recommendation

That a by-law to amend the Business Licensing By-law 1-06, as amended, be enacted to set the licensing fees for outdoor clothing donation drop boxes in a form satisfactory to Legal Services as outlined in the report from the Acting Commissioner of Transportation and Works, dated May 3, 2016 and entitled "Supplementary Report - Amendments to the Business Licensing By-law 1-06, as amended, regarding Licensing Fees for Outdoor Clothing Donation Drop Boxes".

Background

At its meeting of April 13, 2016, Council approved the following recommendations:

"GC-0191-2016

1. *That a by-law to amend the Business Licensing By-law 1-06, as amended, be enacted to license outdoor clothing donation drop boxes in a form satisfactory to Legal Services as outlined in the report from the Commissioner of Transportation and Works, dated March 22, 2016 and entitled "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Outdoor Clothing Donation Drop Boxes" and further that the licensing fees be referred to staff to consult with the registered charities and report back to General Committee (Appendix 1).*
2. *That Compliance and Licensing Enforcement staff enforce the outdoor clothing donation drop boxes amendments to the Business Licensing By-law 1-06, as amended, in the manner set out in the enforcement action plan outlined in the report from the Commissioner of Transportation and Works, dated March 22, 2016 and*

General Committee	2016/05/03	2
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entitled "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Outdoor Clothing Donation Drop Boxes".

In addition, Councillor Tovey indicated that the Port Credit Business Improvement Area requested that the clothing donation drop boxes not be allowed in the Port Credit Cultural Node and he further requested that staff meet with the other Business Improvement Areas in Mississauga to get their opinions on the issue.

Comments

The information set out in this report is a result of consultation with the registered charities identified as currently operating outdoor clothing donation drop boxes in the City of Mississauga and the Business Improvement Area Associations operating in the City of Mississauga.

Registered Charities Consultation - Licensing Fees

Enforcement staff consulted with the registered charities identified as operating outdoor clothing donation drop boxes in the City, regarding the previously proposed annual licensing fees of \$200 for each clothing donation drop box and annual renewal fee of \$100. The overall consensus from the registered charities of the proposed licensing fees is that they are fair, reasonable and in line with the standard fees charged by other municipalities. However, some did advise that the new fees would be difficult and a new expense. Enforcement staff, having taken into consideration the feedback provided by the registered charities and recognizing that they are providing benefits to the community, now propose reduced annual licensing fees of \$150 for each clothing donation drop box and annual renewal fee of \$75.

Business Improvement Area Association Consultation – (BIA's)

Enforcement staff consulted with the Clarkson, Malton, Port Credit and Streetsville BIA's regarding outdoor clothing donation drop boxes being located in BIA's. The consensus of all is that they should be prohibited. Some of the reasons provided are as follows:

- They are poorly maintained, an eyesore and are dumping grounds making our business districts unappealing. Very few are monitored or kept clean.
- Everything is dumped and residential garbage and furniture is routinely left by drop boxes.
- BIA's often end up cleaning the garbage left by the drop boxes and absorbing the costs.
- Using by-law enforcement as a way of dealing with drop box issues is a reactive approach that takes time to resolve. There is no way under the reactive approach, to ensure that on a high traffic weekend in a business district that it will not be subjected to

overflowing drop boxes and garbage, therefore impacting district image.

- There are other ways to donate goods. Eliminating drop boxes from BIA's is not a move away from recycling or supporting charities. It would encourage people to use other means for disposing goods such as services that come to your door for pick-up.

Zoning By-law 0225-2007, as amended

The provisions of the Zoning By-law permit outdoor clothing donation drop boxes only in commercial and employment zones. The BIA's physical boundaries are not designated under the Zoning By-law. In addition, there are sections within all of the BIA's which are zoned Commercial and in which the drop boxes are permitted subject to meeting all of the other applicable provisions of the Zoning By-law. Enforcement staff have consulted with Legal Services who have confirmed that to prohibit the drop boxes from BIA areas, amendments to the Zoning By-law would be required. Further, they have confirmed that under the Planning Act, the enabling legislative authority for the enactment of the Zoning By-law, any drop box that is legally in existence prior to an amendment prohibiting them, would be grandfathered and permitted to remain as a legal non-conforming use.

Financial Impact

Enforcement staff have identified that there are approximately 186 outdoor clothing donation drop boxes dispersed throughout the City. The additional licensing revenue is estimated to be \$27,900 for the first year and \$13,950 per year thereafter, based on the fees proposed in this report and the number of outdoor clothing donation drop boxes remaining constant over time.

Conclusion

Compliance and Licensing Enforcement staff support the proposed licensing fees.



Geoff Marinoff, P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Douglas Meehan, Manager, Compliance and Licensing Enforcement

This confirms that the above noted matter addressed in your corporate report was considered by General Committee at its meeting on April 6, 2016 and the following recommendation was issued:

GC-0191-2016

1. That a by-law to amend the Business Licensing By-law 1-06, as amended, be enacted to license outdoor clothing donation drop boxes in a form satisfactory to Legal Services as outlined in the report from the Commissioner of Transportation and Works, dated March 22, 2016 and entitled "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Outdoor Clothing Donation Drop Boxes" and further that the licensing fees be referred to staff to consult with the registered charities and report back to General Committee.
2. That Compliance and Licensing Enforcement staff enforce the outdoor clothing donation drop boxes amendments to the Business Licensing By-law 1-06, as amended, in the manner set out in the enforcement action plan outlined in the report from the Commissioner of Transportation and Works, dated March 22, 2016 and entitled "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Outdoor Clothing Donation Drop Boxes".

Subsequently, this recommendation was adopted and By-law 0063-2016 enacted by Council on April 13, 2016.

Councillor Tovey indicated that the Port Credit Business Improvement Area requested that the clothing donation drop boxes not be allowed in the Port Credit Cultural Node and he further requested that staff meet with the other Business Improvement Areas in Mississauga to get their opinions on the issue. Councillor Parrish requested that the by-law be enacted as it is an issue in Ward 5 and across the City. Martin Powell, Commissioner of Transportation and Works clarified that with the by-law as it stands does not prohibit them in certain areas. He further indicated that staff would report back regarding the prohibiting of the clothing donation drop boxes in Business Improvement Area boundaries once they meet with the other Business Improvement Areas in the City.

Please note you will need to report back prior to June 1, 2016 as that is when By-law 0063-2016 will come into force and effect. If the report is to prohibit clothing donation drop off boxes within the BIA boundaries, By-law 0063-2016 will need to be repealed and replaced with a new by-law to include that.



Sacha Smith
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[City of Mississauga](#) | Corporate Services Department,
Legislative Services Division



**Mississauga
2016**

Ontario
Summer Games
Jeux d'été
de l'Ontario

City of Mississauga

Corporate Report



Date: 2016/05/03

To: Chair and Members of General Committee

From: Geoff Marinoff, P. Eng., Acting Commissioner of
Transportation and Works

Originator's files:
MG.23.REP

Meeting date:
2016/05/18

Subject

Extension of Temporary Road Closure of Explorer Drive between Eglinton Avenue East and Skymark Avenue for Construction of an overpass bridge for the Mississauga Transitway Project Procurement FA49.315-12 (Ward 5)

Recommendation

That Dufferin Construction Company (Dufferin) be granted permission to extend the current temporary closure of Explorer Drive between Eglinton Avenue East and Skymark Avenue to undertake construction of an overpass bridge as part of the Mississauga Transitway project, ending at 6:00 a.m. on Monday July 4, 2016.

Background

The Corporation of the City of Mississauga has retained Dufferin to construct the third segment of the Mississauga Transitway from Etobicoke Creek to Commerce Boulevard.

On October 14, 2015, Council approved the temporary closure of Explorer Drive between Eglinton Avenue East and Skymark Avenue, starting from Friday, October 30, 2015, ending on Friday, May 27, 2016. During this period, traffic has been detoured via adjacent roads.

Advance warning signage, notices and website notification have been implemented as part of the communication plan. All pedestrian and vehicular traffic have been required to use an alternate route. A number of MiWay bus routes have been detoured to best accommodate the closure. All emergency services, 311 Customer Service Centre and adjacent local businesses were notified of the original closure.

Comments

Upon underpass excavation, Dufferin encountered various utility conflicts and ground condition issues and as a result the commencement of sewer bypass at Explorer overpass bridge was delayed. Dufferin is now requesting a six-week extension bringing the closure end date to July 4, 2016. Transportation and Works Department staff has reviewed the request and supports the change.

The existing advanced warning signage, notices and website notification will be modified as part of the communication plan for the extended closure. The area Ward Councillor has also been made aware of the extension of the temporary road closure.

Financial Impact

There is no financial impact.

Conclusion

The Transportation and Works Department supports the request for an extension of the temporary closure of Explorer Drive between Eglinton Avenue East and Skymark Avenue ending at 6:00 a.m. on Monday, July 4, 2016.

Attachments

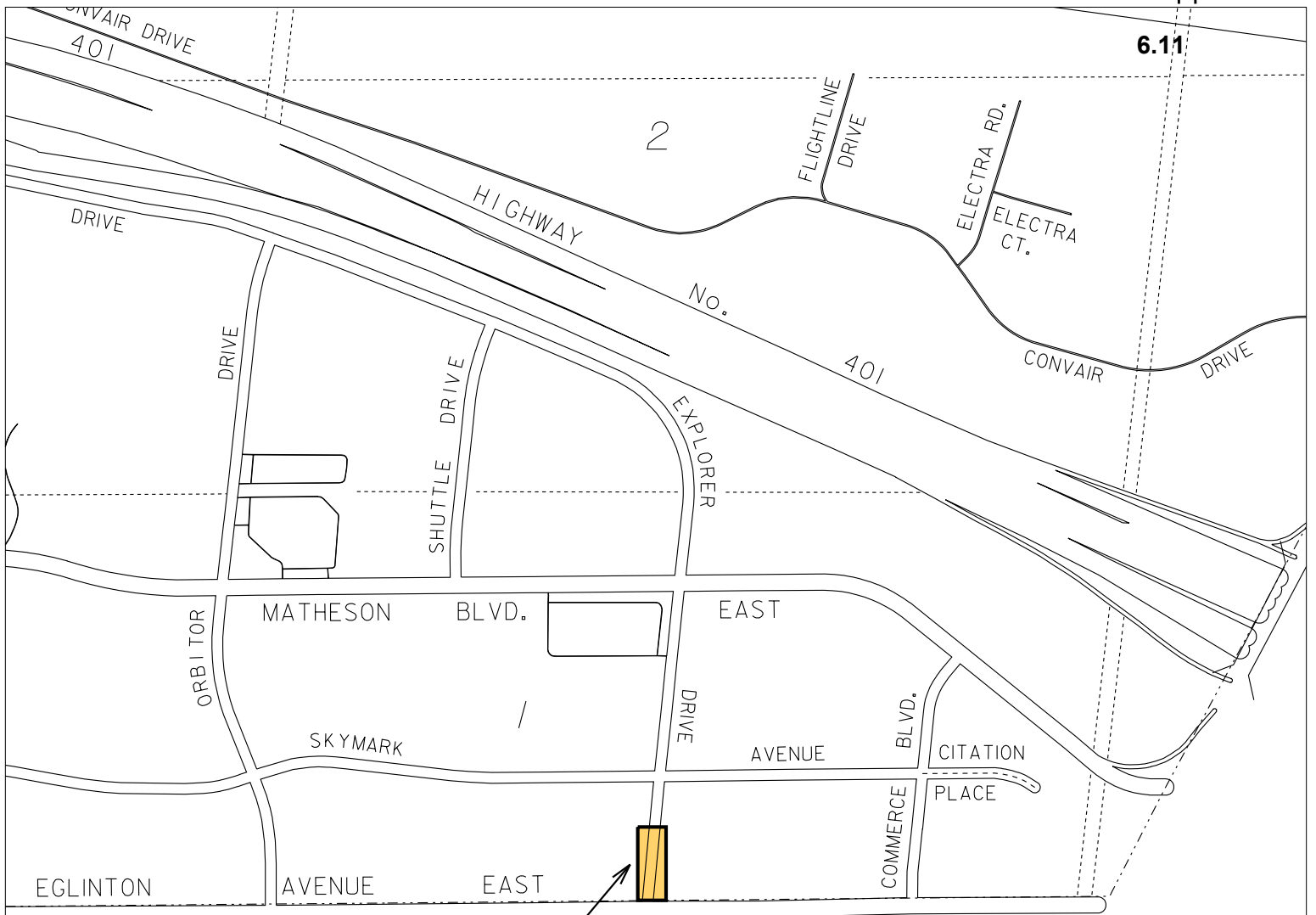
Appendix 1: Location Map

Appendix 2: Detour Map



Geoff Marinoff, P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Jerry Che, P.Eng., Capital Project Manager, Transitway Construction



Work Area Full Closure

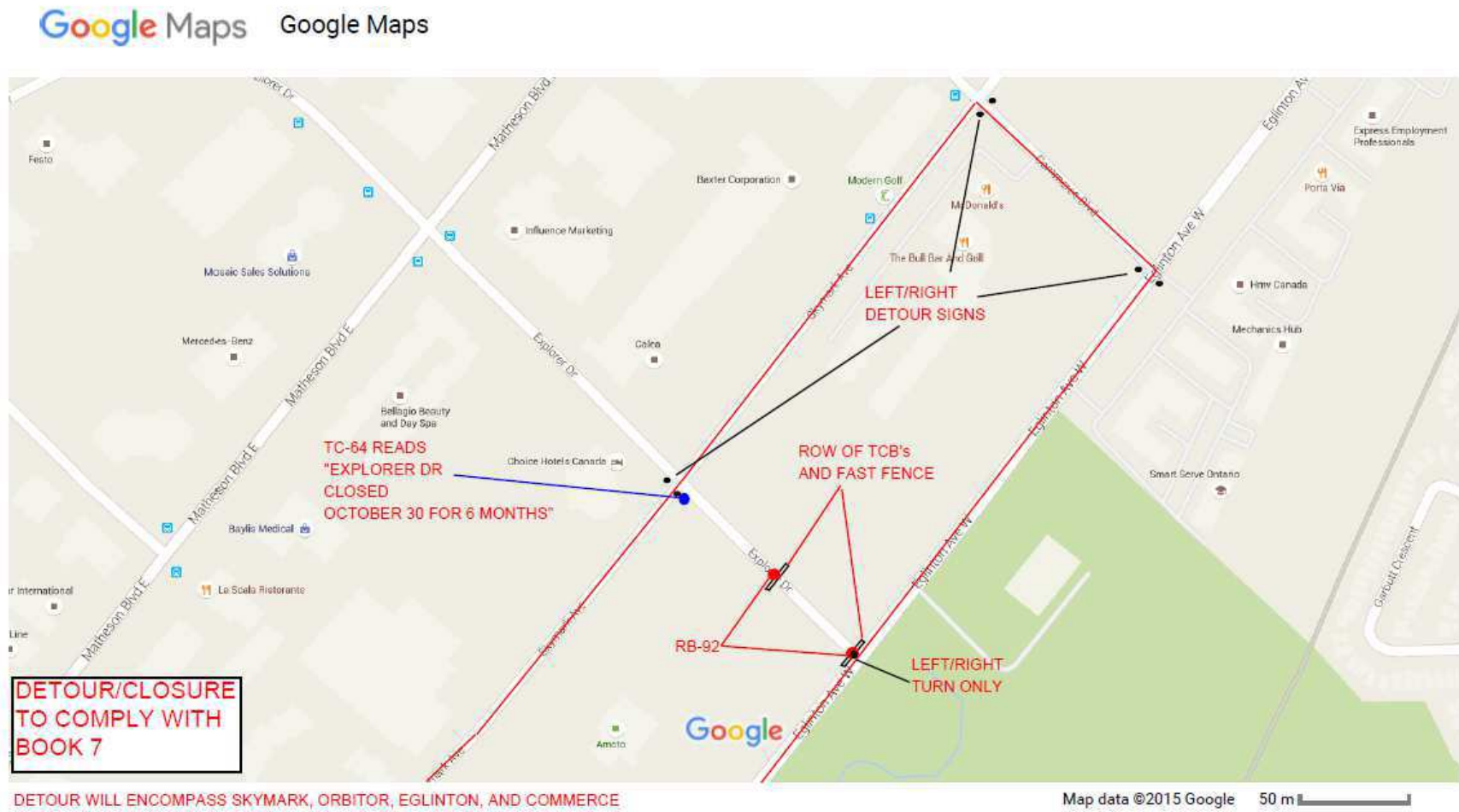


**Transportation and Works
Engineering & Construction**

**Road Closure – Explorer Drive
between Eglinton Avenue East and Skymark Avenue
(Ward 3 and Ward 5)**



Appendix 2 – Detour Plan – Explorer Closure



City of Mississauga
Corporate Report



Date: 2016/04/28

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
 Chief Financial Officer

Originator's files:

Meeting date:
 2016/05/18

Subject

Community Recognition Program

Recommendation

1. That the proposed one-year pilot Community Recognition Program as outlined in the report dated April 28, 2016 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.
2. That the new Draft Community Recognition Program Policy as outlined in Appendix 2 attached to the report dated April 28, 2016 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.
3. That the Flag Protocol Policy be amended to align with the Community Recognition Policy as outlined in Appendix 3 attached to the report dated April 28, 2016 from the Commissioner of Corporate Services and Chief Financial Officer.

Report Highlights

- The City of Mississauga does not issue proclamations and does not raise community banners/flags or national flags on official City flag poles as per Council Resolution 0109-95; however, in light of community requests for recognition, Council requested staff review this position.
- Staff brought forward an initial report to General Committee for a one-year pilot Community Recognition Program on April 22, 2015. General Committee recommended the City's new Diversity and Inclusion Advisory Committee (DIAC) provide their input on the proposed program.
- Staff conducted two presentations to the DIAC the first on November 18, 2015 and the second on April 20, 2016 regarding the proposed Community Recognition Pilot Program and its three key areas: flag raisings, proclamations and lighting the City's

Clock Tower.

- The DIAC supports the proposed one-year pilot Community Recognition Program for flag raisings and lightings as outlined in this report.
- The proposed one-year pilot Community Recognition Program would include:
 - flag raisings on a designated flag pole and digitally on the Celebration Square screens as available and in rotation with scheduled programming; and
 - Lighting of the Clock Tower.
- Recognition will be limited to one request per year for either a flag raising or lighting and only one flag raising and one lighting request may occur on the same day. Flags will remain in place for one-day (up to 24 hours) and lightings will occur for one evening. Recognition requests will be reviewed and evaluated in the order they are received.
- Each request will be reviewed thoroughly based upon online research. There will be times further discussion and deeper consideration is required before a decision is made on a particular request.
- With Council's approval, the one-year pilot Community Recognition Program would begin in June 2016 and staff will report back at the conclusion of the pilot in June 2017.
- Awareness for the one-year pilot Community Recognition Program will be done using digital channels and media relations activities.

Background

This Corporate Report builds on information provided and direction received during the General Committee meeting on April 22, 2015. A copy of the Corporate Report and Research Report presented on that date are attached (Appendix 1).

As directed by General Committee, staff met with the Diversity and Inclusion Advisory Committee (DIAC) on November 18, 2015 and April 20, 2016 and provided them with detailed presentations regarding the proposed one-year pilot Community Recognition Program and its three areas of focus: proclamations, flag raisings and lightings.

The DIAC discussed the proposed one-year pilot Community Recognition Program thoroughly, particularly flag raisings and supported a one-year pilot program for the introduction of flag raisings and lightings. The DIAC suggested that the flag raisings be done on both an identified flag pole and in a digital manner on the Celebration Square screens as available and in rotation with scheduled programming. The DIAC initially supported the recommendation of continuing with the City's current practice of not issuing proclamations but further discussion yielded the suggestion that proclamations be considered and discussed again at a future meeting of the DIAC.

Present Status

The City of Mississauga does not issue proclamations and does not raise community banners/flags or national flags on official City flag poles as per Council Resolution 0109-95.

In 1995, Council discontinued the practice due to the increasing costs of providing the services and because of an Ontario Human Rights Commission (OHRC) decision in which a city was fined for refusing to grant a flag raising request. In light of community requests for recognition, Council requested staff review this position.

Currently, no formal process exists for lighting requests. At this time, groups and/or individuals requesting the City of Mississauga light up its Clock Tower are asked to make a deputation to Council regarding their request. Additionally, requests are also made directly through the Mayor and Members of Council during General Committee and Council meetings.

Council approves each lighting request individually and provides direction to staff to incur the costs (estimated at approximately \$500 per request) and arrange the necessary technical requirements and staffing resources needed to implement the lighting request.

The Facilities and Property Management (F&PM) Division arranges for the rental of all required lighting equipment, including coloured lights. The Culture Division provides the staff resources for managing the set-up of the equipment and activation of each lighting request. At this time, lighting requests are displayed on the City's Clock Tower using a single colour and are promoted through the City's corporate social media channels by Communications staff.

In 2016, the City has received 6 requests for lighting, 1 for flag raisings and 2 for proclamations.

It should be noted that the existing Civic Centre lighting infrastructure is antiquated and inefficient and is due for lifecycle replacement. To that point, staff has researched options that would support expanded lighting capabilities for the Civic Centre and Celebration Square.

Lighting options are as follows:

1. Install new LED multi-colour lighting to allow for colour changes on the building façade and clock tower - \$630,000
2. Install new LED multi-colour lighting to enhance the upper square (rink, colonnade and amphitheatre) and lower square (main lawn and trellis) amenities - \$420,000
3. Install new image projection mapping technology that would project graphic animated images on the building façade face - \$2,075,000

The above lighting upgrades provide a modern and efficient way for the City to recognize special occasions and events that enhance the existing architectural elements and features of the Civic Centre and Celebration Square. It would also enable the display of lighting and projection based public art installations. This functionality holds the potential to differentiate the Civic Centre and Celebration Square as iconic architectural and cultural landmarks in Mississauga.

A detailed lighting report outlining funding options and grant opportunities will be presented to Council later this year for their input and direction.

Comments

Following the November 18, 2015 meeting of the DIAC, Legal and Communications staff reviewed the options for flag raisings that were limited to secular, community/non-profit groups and organizations as well as Indigenous and Lesbian, Gay, Bisexual and Transgender (LGBT) Pride celebrations as suggested by the DIAC.

On April 20, 2016, staff presented the following Legal opinion and criteria list to the DIAC.

Legal Opinion

Legal reviewed the options outlined by the DIAC regarding the City's risk and exposure to Human Rights complaints and provided the following recommendation:

"Exemptions for specific national or cultural groups and organizations are in direct contradiction of the Ontario *Human Rights Code* which prohibits discrimination based on religion and national or ethnic origin.

Following the DIAC's recommendation precisely and restricting flag raisings and community recognition to secular, not-for-profit organizations and those representing LGBT and First Nations communities could expose the City to claims of religious discrimination before the Human Rights Tribunal of Ontario.

Observations of the discussions held by the DIAC suggest that its members are not seeking to exclude certain groups but rather are trying to focus on giving priority to those groups that would foster a spirit of community and represent the City of Mississauga's core values.

It is suggested that the criteria for community recognition and in particular flag raisings is exclusive to those organizations that indeed foster a spirit of community.

The following criteria support this recommendation:

1. Groups/organizations must be Mississauga based or have an identifiable presence in the Mississauga community
2. That the group/organization is able to (a.) demonstrate that the event/occasion is either of interest or benefit to the City as a whole

Or

(b.) Supports a municipal, regional, provincial or federal government program or initiative.

3. That the group/organization is not for profit

Or

Is aligned with Health Canada's Calendar of Health Promotion Days (<http://www.hc-sc.gc.ca/ahc-asc/calend/index-eng.php>)

4. That the group/organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity.
5. The group/organization and event must help foster a spirit of community and a climate of understanding and contribute to and enrich the quality of life in Mississauga.
6. The content of the requested message for the campaign, initiative, program or activity:
 - (a.) May not be in conflict with any applicable laws, City by-laws or policies
 - (b.) Does not have the potential to incite violence and hatred
 - (c.) Does not present demeaning or derogatory portrayals of individuals or groups
 - (d.) Is not of questionable taste in style, substance or presentation method
 - (e.) Does not minimize and/or detract from the image of the City and/or its employees
 - (f.) In light of generally prevailing community standards, is not likely to cause deep or widespread offence."

Proposed One-Year Community Recognition Program

The following chart outlines the recommended one-year pilot Community Recognition Program. It was developed based on input received from the DIAC and research conducted by staff in the City's Corporate Performance and Innovation Office and Communications.

Program Element	Staff Recommendation	Details
1. Flag Raisings	Implement a one-year flag raising pilot for groups/organizations that foster a spirit of community based on the suggested outlined criteria and as per the Community Recognition Program Policy	<ul style="list-style-type: none"> • Flag raisings to be conducted on an identified flag pole on Mississauga Celebration Square and digitally on the Mississauga Celebration Square screens, as available and in rotation with scheduled programming • Propose that one of the current flag poles on the west side of the Mississauga Celebration Square be used and that the Regional flag be removed as per our Flag Protocol at City Facilities Policy (60-04-03) • Staff resources (Communications,

Originators files: File names

		Facilities and Property Management, Culture) are estimated at approximately 12 hours per request
<i>Recommendation supported by the DIAC</i>		
Program Element	Staff Recommendation	Details
2. Lightings	Continue with current process of having groups and/or individuals requesting a lighting make a deputation to Council and/or Have Mayor and Members of Council bring lighting requests forward during General Committee and Council meetings.	<ul style="list-style-type: none"> Facilities and Property Management to arrange rental of all required lighting equipment, including coloured lights Culture to provide staff resources for managing the equipment set-up and lighting activation Lighting requests to be displayed on the City's Clock Tower using a single colour Cost per lighting is approximately \$500 Communications staff to support with social media messaging
<i>Recommendation supported by the DIAC</i>		

Program Element	Staff Recommendation	Details
3. Proclamations	Continue with current practice and not issue proclamations and report back to General Committee following further discussion by the DIAC.	<ul style="list-style-type: none"> The DIAC initially supported the staff recommendation to continue with the current practice of not issuing proclamations Further discussion yielded the suggestion that proclamations be considered and discussed again at a future meeting of the DIAC
<i>Recommendation initially supported by the DIAC; however further discussion by the committee is now desired</i>		

Program Administration

The one-year pilot Community Recognition Program would be administered by the Communications Division with support from the Facilities and Property Management (F&PM) and Culture Divisions.

Recognition will be limited to one request per year for either a flag raising or lighting. Only one flag raising and one lighting request may occur on the same day. Flags will remain in place for one-day (up to 24 hours) and lightings will occur for one evening. Recognition requests will be reviewed and evaluated in the order they are received.

Program Element	Process
Flag Raisings	<ol style="list-style-type: none"> 1. Request made online through the Community Recognition Program web page application form (*Note: the application form will be made available in alternative formats upon request) six weeks in advance of desired recognition date. 2. Communications will review, evaluate and approve requests and work with the requestor as well as F&PM and Culture. 3. Communications to update: <ol style="list-style-type: none"> a. Mayor and Council regarding approved requests (monthly) b. Community Recognition Program web page listing (as requests are approved). 4. Flag raising to take place on requested date as per the application submitted.

Program Element	Process
Lightings	<ol style="list-style-type: none"> 1. Request for Lighting made online through the Community Recognition Program web page with the requestor being asked to come forward and make a deputation to Council two weeks in advance of desired recognition date. (*Note: ability to make a request using alternative formats available upon request.) Or Requests brought forward by Mayor and Members of Council during General Committee and Council meetings. 2. Council approves lighting request. 3. Communications to update Community Recognition Program web

	<p>page listing (as requests are approved).</p> <p>4. Communications to work with F&PM and Culture.</p> <p>5. Lighting to take place on requested date as per the application submitted or Council direction.</p>
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If approved by Council, staff would begin to promote the one-year pilot of the Community Recognition Program through digital channels (social media, digital screens) and also through media relations activities.

While the proposed flag raising criteria helps to minimize the City's risk for discrimination claims with the Human Rights Tribunal of Ontario, it does require staff to use a thoughtful, but subjective evaluation process. Each request will be reviewed thoroughly based upon online research. There will be times (following significant research) that further discussion and deeper consideration is required before a decision is made on a particular request.

It is important to note that based on the experiences of cities currently conducting flag raisings, controversy and complaints can be reduced but cannot be completely avoided.

Strategic Plan

A one-year pilot Community Recognition Program supports the City's Strategic Plan pillars of *Belong – Nurture Diverse Cultures* and *Connect – Celebrate our Community*. In addition, it also helps to support the City's new brand stories of "Welcoming World Culture" and "Inspiring Possibilities."

Financial Impact

Staff estimates a cost of \$1-2K to develop the program components and implement an awareness/promotional plan. Based on Council's direction, the one-year pilot Community Recognition Program would begin in June 2016.

This would be managed during the pilot phase within existing budgets. At the conclusion of the pilot phase, staff will report back on the actual costs, including labour.

Conclusion

The proposed one-year pilot Community Recognition Program helps to provide the City with opportunities to recognize and celebrate special occasions and events which "foster a sense of community" and celebrate Mississauga's rich and diverse cultures.

Pending Council's approval, staff will report back to Council at the conclusion of the one-year pilot Community Recognition Program in June 2017.

General Committee

2016/05/18

9

Originators files: File names

Attachments

Appendix 1: Community Recognition – Program, Policy and Process for Requests in Support of Community Campaigns and Special Events Corporate Report .April 22, 2015. and Benchmarking Report: Community Recognition Policies and Practices
Appendix 2: Draft Community Recognition Policy
Appendix 3: Revised Flag Protocol at City Facilities Policy. 06.04.03



For:

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Ivana Di Millo, Director, Communications



Corporate Report

Clerk's Files

Originator's
Files

DATE: April 8, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: Community Recognition – Program, Policy and Process for
Requests In Support of Community Campaigns and Special
Events

- RECOMMENDATION:**
1. That the proposed "Community Recognition Program" identified as Option 2 in the Corporate Report dated April 2, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved;
 2. That \$1,000 in funding from contingency to cover initial costs to launch the Community Recognition Program in 2015 be approved;
 3. That the draft "Community Recognition Program" policy attached as Appendix 1 be approved;
 4. That the Flag Protocol Policy be amended to align with the new Community Recognition Program policy outlined in Appendix 2; and
 5. That the Procedural By-law 0139-2013 be amended to include Proclamations.

**REPORT
HIGHLIGHTS:**

- Community groups have an expectation to be recognized for special occasions and events of significance or that support public awareness or fundraising efforts. The proposed new Community Recognition Program provides a modern accessible, inclusive and efficient way for the City to recognize the special occasions and events which enhance the health, welfare, safety, cultural understanding and good government of the community.
- Implementation of the program would take advantage of new, accessible media to help support and promote the special days and occasions that foster participation and pride in our community.
- The new approach would transform traditional proclamations and events such as flag and banner raisings to an easy to access web-based format, messages of support on Mississauga Celebration Square digital signs and on reader boards at City facilities throughout Mississauga and recognition on social media channels.
- The Community Recognition Program website would be launched in September 2015.

BACKGROUND:

The City of Mississauga currently does not issue proclamations and does not raise community banners or national flags on official City flag poles.

In 1995, Council discontinued the practice due to the increasing costs of providing the services and because of an Ontario Human Rights Commission (OHRC) decision fining a city for refusing to grant a flag raising request. Staff research indicates that, like Mississauga, several cities also discontinued proclamations and/or flag raisings in the mid-1990s due to the OHRC decision.

In light of the number of recent community requests for recognition, Council requested staff to review this position and investigate current policies and practices in other Canadian municipalities with respect to protocol activities that recognize events and organizations of importance to the community. Staff in the City's Corporate Performance and Innovation Office and Communications looked at practices in 12 municipalities. Information was gathered in various ways including survey, telephone interviews and obtaining policy and process information on city websites.

The 12 municipalities included the Region of Peel and the Cities of Brampton, Markham, London, Ottawa, Toronto, Windsor, Calgary, Kitchener, Waterloo, Surrey and Winnipeg.

Of the 12 municipalities benchmarked in the review:

- 50 per cent (6 of 12) currently issue proclamations
 - 83 per cent (10 of 12) raise community banners and national flags
 - 25 per cent (3 of 12) light a civic facility
- (one municipality has installed programmable LED lighting system)

Staff asked about traditional approaches which include proclamations and "courtesy" or community flag raisings as well as newer approaches such as the use of social media, special lighting of city hall or other civic facilities. Staff also asked for information about the role, resource and time commitments required by Council and staff who service the requests. The research report is attached as Appendix 3.

At the same time, the Corporate Services Facilities and Property Management Division is investigating the possible installation of a permanent lighting system and will report findings through the City's Business Planning and Budget process. In the meantime, it is possible to accommodate lighting requests from community organizations via Council using temporary methods at an estimated cost of \$2,000 per request.

Research Highlights

Proclamations are typically ceremonial documents or declarations issued and signed by the Mayor to recognize the importance of an event, a campaign or an organization for a certain day, week or month.

The practice of raising a banner or flag is intended to celebrate the achievements of charitable or non-profit organizations and to recognize national days of importance to diverse ethnic groups. A smaller number of municipalities light city hall or civic facilities in symbolic colours for community events.

Research findings indicate that:

1. Municipalities have streamlined the request process to limit Council and staff time where possible. Most municipalities discontinued receiving delegations or reading proclamations in Council. Proclamations are listed on the Council agenda and issued to the requesting organization.
2. Proclamations are particularly time consuming. In addition to writing the text, municipalities conduct research critical to confirming the validity of the organization and to ensure there are no associated controversies.
3. Placing banners and flags on flag poles is limited to national days strictly for nations with whom Canada has diplomatic relations and for non-profit organizations only if the organization is registered. Municipalities cautioned that controversies or potential for controversy cannot be completely avoided. For the most part, raising a flag or banner does not involve a ceremony.
4. The program should have a clear policy that includes criteria.
5. The practice of lighting civic buildings in symbolic colours is limited due to the costs involved.
6. The use of social media (Facebook, Twitter) is not yet common practice among municipalities.

COMMENTS:

At this time, organizations requesting recognition by the City through proclamations or lighting are invited to make a deputation to Council. Based on the number of deputations and requests received through the Legislative Services and Councillors' offices, the City could expect as many as 50 requests per year. According to research of other city websites this is similar to the number received in 2014 by the City of Brampton (48) but not as many as the City of Toronto (123).

Staff also explored a possible process for supporting future community recognition requests for building lighting, proclamations and flag/banner requests. Based on the research, candid feedback from municipal counterparts and the number and nature of current requests, staff propose three options for Council's consideration.

In establishing a Community Recognition Program, staff considered many elements that would apply to community organizations and cultural groups.

Option 1 – Status Quo

Continue with current practice of not accepting requests for proclamations, flag or banner raising. Continue to consider lighting requests on an exception basis (\$2,000 per lighting request).

The City currently supports campaigns, special and cultural days through the large number of programs provided by Community Services Recreation and Culture Divisions through:

- The City's Community Group Support Program (representing 40 affiliated ethno-cultural groups).
- Annual community and cultural festivals and events at Mississauga Celebration Square and at City facilities.
- The City's Community Grant Program which supports culture, the environment and recreation.

In addition, the Mayor and Council Members actively support community special occasions and events in a number of ways including:

- Recognition letters and certificates.
- Promoting the event or campaign on their websites, on their Facebook and Twitter messages and in their electronic or print newsletters.
- By attending events to bring greetings.

National day recognition would be limited to and focus on Canada Day, July 1st as the one day that is celebrated by all.

Option 2 – New

Implement a new “Community Recognition Program” that supports the City’s strategic objectives and desire to acknowledge the community while also enabling staff to deliver the program with appropriate staff resource and funding support.

Objectives of the new, proposed Community Recognition Program:

- Recognize special occasions and events which enhance the health, welfare, safety, cultural understanding and good government of the community.
- Encourage residents to participate in and support charity and public awareness campaigns that contribute to the quality of life in Mississauga and special occasions that celebrate our community’s rich and diverse cultures.
- Establish a “made in Mississauga” approach supported through innovative, low cost, digital media, interactive web and social media channels.

Through a new Community Recognition Program, the City would:

- Evaluate requests against a policy with clear criteria to ensure a proactive, accessible and objective process for responding to community recognition requests.
- Reinstate proclamations in an easy to access web-based format. Staff will develop a standard template for the format and text to increase efficiency and to maintain content and visual standards. Proclamations would be listed on the Council agenda and on the "Community Recognition" website.
- Introduce messages of support on the City's digital signs now available on Mississauga Celebration Square and on reader boards at City facilities throughout Mississauga.
- Support community recognition through innovative digital media, interactive web and social media channels. These modern, new channels will expand visibility and promotion from the Civic Centre precinct to all wards as Councillors and residents "like" and "retweet" messages to a wider audience.
- Introduce messages of support of country national days on City's digital signs on Mississauga Celebration Square and on reader boards at City facilities. This is a modern response to the traditional flag raising request using digital and social media. The message and promotional reach is expanded throughout the city without the expense and maintenance of a new flag pole (A recent City of Kitchener report estimated a new flag pole cost at \$2,500 in addition to \$200 in staff costs, similar to the cost of processing proclamation requests). As well, digital promotion avoids scheduling conflicts with the increasing number of events on Mississauga Celebration Square.

This option postpones lighting requests until Council considers permanent lighting solutions during the Business Planning and Budget process. A new Community Recognition website would list proclamations and links to community websites.

Option 3 – Option 2 Plus Lighting:

Option 3 includes Option 2 with the addition of special lighting in a process requiring organizations to make requests at a deputation to Council. Council may then approve the request at their discretion.

Estimated Cost Overview

	Cost Per Request	Estimated Annual Cost Based on 50 recognition and 10 lighting requests
Option 1 – Status Quo (If no additional lighting requests approved) *	0	0
Option 2 – New Program including Proclamations Digital banner/flag recognition	\$200 (4 staff hours)	\$10,000
Option 3 – Plus Lighting	\$200 (4 staff hours) plus \$2,000 (40 staff hours) for each lighting request	\$20,000

*One lighting requests has been approved in 2015 at a cost of \$2,000

Staff hours required to administer the program will be managed through current resources in the Communications Division, Corporate Services Department.

Recommended Option – Option 2

A new Community Recognition Program as outlined in Option 2 reintroduces the traditional proclamation to the City while also taking advantage of accessible media to help promote the special days and occasions that foster participation and pride in our community.

A new approach will transform traditional events such as flag and banner raising to digital, web and social media formats such as Facebook and Twitter making it possible to expand the messages' reach throughout the city.

Criteria:

Based on best practices, municipalities all concur that the success of the program and ability to assess requests objectively depends on having clear criteria. The criteria recommended for the program would be consistent with those for other City policies and requires that:

- groups/organizations must be Mississauga based or the event/occasion is of interest or benefit to the City as a whole or supports a municipal, regional, provincial or federal government program or initiative and is either:
 - non-profit and able to provide a registered charitable number, or
 - aligned with Health Canada's Calendar of Health Promotion Days, or
 - for national days, the country is formally recognized by the Government of Canada.
- the organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity;
- the content of the requested messaging:
 - is not in conflict with any applicable laws, City by-laws or policies
 - does not have the potential to incite violence and hatred
 - does not present demeaning or derogatory portrayals of individuals or groups
 - is not of questionable taste in style, substance or presentation method
 - does not minimize and/or detract from the image of the City and/or its employees
 - in light of generally prevailing community standards, is not likely to cause deep or widespread offence.

Requests not accepted include those that promote a political party, election candidate, individual, for-profit organization or business. If declined, staff would refer residents and organizations to the Civic Recognition Program where a person, company or achievement may be considered for recognition.

Community Recognition Website and Online Request/ Application Process:

Similar to the Civic Recognition Program, the Communications Division, Corporate Services Department would administer the proposed Community Recognition Program.

Information, promotion and requests/applications for recognition would be delivered through a Community Recognition Program website where criteria information and an online application form (with six week lead time) will be located.

Implementation:

If approved, staff expects that Council will want to implement the program in an efficient and effective manner. To address the immediate needs, staff propose a two stage implementation:

1. Starting May 2015, according to the newly approved policy, staff will process proclamation requests and banner/national day requests against the approved criteria. Proclamations will be printed, signed by the Mayor and the proclamation title printed on the Council agenda. Banner/national day recognition will appear on Mississauga Celebration Square digital signs as available. Staff will promote proclamation and digital sign messages on social media.
2. In September 2015, launch the official Community Recognition website with online application form and administer the program as approved.

STRATEGIC PLAN: The proposed Community Recognition Program supports the City's Strategic Plan pillars Belong – Nurture Diverse Cultures and Connect – Celebrate our Community as well as the City's new brand stories of Welcoming World Culture and Inspiring Possibilities.

FINANCIAL IMPACT: Staff requests a budget of \$1,000 from contingency to develop the program components for a full program launch in September 2015.

CONCLUSION: The City of Mississauga is committed to nurturing diverse cultures and celebrating our community through our Strategic Plan pillars of Belong and Connect. We understand that there are many reasons why people choose Mississauga and our brand expresses this in our promise to welcome world culture and inspire possibilities.

A new Community Recognition Program delivers on this commitment by providing a modern, inclusive, efficient and accessible way to recognize special occasions and events which enhance the community, celebrate our community's rich and diverse cultures, and encourage residents to participate in and support initiatives that contribute to the quality of life in Mississauga.

Staff will report back to Council at the end of 2015 to make amendments to the program as needed.

ATTACHMENTS:

- Appendix 1: Draft Community Recognition Program Policy
- Appendix 2: Revised Flag Protocol at City Facilities – 06-04-03
- Appendix 3: Benchmarking Report: Community Recognition Policies & Practices



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Dolores Bartl-Hofmann, Corporate Communications

Benchmarking Report: Community Recognition Policies and Practices

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Benchmarking Research Report: Community Recognition Policies and Practices

Overview

This research was undertaken to investigate policies and current practices with respect to civic protocol activities for recognition of community events and organizations in major Canadian municipalities, including traditional (proclamations and flag raisings) and contemporary (e.g. social media, special lighting, etc.) approaches. For the research, we contacted 12 municipalities and reviewed relevant information provided on cities' Web sites. We received a full or partial response from 7 municipalities and reviewed policies available online for an additional 5 municipalities.

Most of the cities requested that that we do not identify them by name in public reports as they are currently in the process of reviewing their practices. Consequently, the municipalities are referred to only in aggregate in this report.

Proclamations and Flag Raisings - Description

Based on the research, cities typically have separate policies for proclamations and flag raisings as each of these protocol activities represents a different approach to providing recognition in the community. In all of the benchmark cities, proclamations are defined as ceremonial documents or declarations issued and signed by the Mayor to recognize the importance of an event, a campaign or an organization for a certain day, week or month (e.g. March of Dimes month).

"Courtesy" or "community" flag raisings are intended to recognize national days of importance to diverse ethnic groups in the community and/or to celebrate the achievements of charitable/non-profit organizations that have made a significant contribution to the community. Policies for flag raisings also address protocols with respect to flags that will be flown permanently on City property (Canadian flag, provincial flag, and the municipal flag) and the protocols for half-masting.

Highlights of the Research Results

The following table summarizes the percentages of the benchmark municipalities who provide each type of recognition service:

Recognition service	% of the 12 benchmark municipalities who provide the service:
Proclamations	50% (6 of 12)
Community Flag Raisings	83% (10 of 12)
Ceremonial Lighting of City Hall/other civic facility	25% (3 of 12); one additional city is currently piloting this but has not yet decided whether they will continue due to the costs involved

- Based on the research, the current trend with respect to proclamations and flag raisings is to reduce or eliminate Council's involvement from the processes and to standardize processes in order to minimize administrative effort and costs. Most of the benchmark cities have discontinued

the practice of receiving delegations and/or reading out proclamations at Council. Instead, proclamations are simply issued to the requesting party and listed on the Council agenda for information only. Community flag raisings are limited to normal business days and rarely involve ceremonies. If a flag raising ceremony is requested, the requesting party is responsible for making the arrangements.

- Nevertheless, these processes continue to be very time consuming according to the benchmark cities, particularly in the case of proclamations. This is because there tends to be a greater number of new requests for proclamations (as opposed to annual requests from the same groups) which requires more time to research the requesting organization and its relevance to the community. Additional research time, consultation with the provincial protocol office and/or responding to media enquiries may be required in the case of requests that are potentially controversial.
- To avoid controversy, and the need for extensive research, cities have developed policies with clear criteria for approval of requests. In all cases, the policies state that proclamations and flag raisings will not be provided for political, religious and divisive/inflammatory causes. Cities generally limit flag raisings to national days only for nations with whom Canada has diplomatic relations and only for charitable or non-profit organizations that are registered. However, controversies or the potential for controversy cannot be completely avoided. With respect to flag raisings for national days, cities will consult with the Federal or Provincial protocol office for advice in the event of a potentially controversial situation.
- The practice of lighting city hall/civic facilities in symbolic colours for community events (e.g. blue lighting for Autism Awareness day) is very limited due to the costs involved which are in the range of \$800 - \$1,500 (or greater) per event. However, one city reported that in order to minimize ongoing costs, they have installed an intelligent programmable LED lighting system on their city hall. The flexible lighting system requires a significant initial investment, but allows the city to light the building in various colours and arrangements remotely through a simple computer program.
- With respect to contemporary approaches to community recognition, our research indicates that use of social media (Facebook, Twitter) for this purpose is not yet a common practice. In a staff report to Council, one city referred to Diversity Advisory Committees, festivals and multicultural events as alternative approaches for community recognition.¹

Background

The City of Mississauga currently does not issue proclamations and does not raise community flags on official City flag poles. The Communications Division has begun the process of developing an umbrella Community Recognition program that will be future-focussed and delivered through current and innovative approaches. To that end, we investigated current policies and practices in other Canadian municipalities with respect to protocol activities in recognition of events and organizations of importance to the community. We asked municipalities about their practices with respect to traditional approaches (proclamations and “courtesy” or community flag raisings) as well as newer approaches (e.g. use of social media, special lighting of the city hall or other civic facilities, etc.). We also enquired about

¹ http://www.surrey.ca/bylawsandcouncillibrary/CR_2014-R104.pdf

resource requirements, as well as the role of the Mayor and Council and to what extent their involvement is required in these activities.

Controversy and Discontinuation of Proclamations and Flag-Raisings in 1995

In 1995, Mississauga City Council discontinued proclamations and flag raisings citing “increasing costs” and a “recent decision” of the Ontario Human Rights Commission (OHRC) and its impact on “further increasing the costs of providing these services.”² Pursuant to the Council Resolution (0109-95), the City’s Proclamations and Flag Raisings Policy was rescinded and all references to proclamations and flag raisings were deleted from the City’s Procedural By-law. (See Appendix 1 for the full text of the resolution).

Our research indicates that, like Mississauga, several cities discontinued proclamations and/or flag raisings in the mid-1990s, due to the OHRC decision in which a city was fined for refusing to grant a flag raising request, and other controversies and challenges. One city told us that proclamations are particularly time consuming due to the need to conduct research on a broad range of requesting organizations. Research is critically important to confirm the validity of the organization and to ensure there are no associated controversies.

Flag raisings tend to be more straightforward as they are limited to national days strictly for nations with whom Canada has diplomatic relations and only for charitable or non-profit organizations that are registered. However, there are challenges with flag raisings as well. For example, some cities said they have experienced problems dealing with competing requests and requests that exceed what is allowed by the policy (e.g. duration for flying a flag).

Current Practices in Canadian Municipalities

A total of 12 municipalities were included in the research (7 municipalities responded to our request and information was obtained for an additional 5 municipalities from their respective Web sites):

- 50% of the benchmark municipalities issue proclamations (6 of 12 municipalities; Peel Region has recently discontinued the practice of issuing proclamations)³
- 83% raise flags for community groups/events (10 of 12 municipalities)
- 25% conduct ceremonial lighting of their city hall or other civic facilities (3 of 12 municipalities) – one additional city is piloting this but may not continue due to the costs.

Which department/division is responsible for administration of proclamations and flag raisings and who approves requests?

In most cases, proclamations and flag raisings are overseen by a Protocol Office reporting to the Office of the City Clerk and requests are approved usually by the Mayor’s Office. In larger cities, Council has delegated authority to the Chief Protocol Officer or City Clerk to approve requests. However, the Mayor/Council reserves authority to render a final decision. Most cities do not have an appeal process,

² City of Mississauga. (1995, March 29). Council Resolution 0109-95.

³ <https://www.peelregion.ca/council/agendas/2015/2015-03-26-rc-agenda.pdf>, pp.12.2-1-2.

but if any parties are unhappy with the city's decision to approve or deny a particular request, they may make their concerns known to the Mayor's Office.

The following table outlines the typical allocation of roles and responsibilities in the benchmark cities:

	Roles & Responsibilities for Proclamations and Flag Raisings
Protocol Office/Clerk's Office	<ul style="list-style-type: none"> • Develops and maintains policies and procedures • Receives and reviews requests for compliance with the policy • Prepares proclamations (including writing and sending to Mayor's Office for signature); arranges date and logistics for flag raisings • Approves or denies the request (in some cases) • Distributes proclamations to requestor • Lists proclamations and flag raisings on Council Agenda for information and, in some cases, on the city Web site
Mayor's Office	<ul style="list-style-type: none"> • Approval of requests (in most cases) • Where the City Clerk has authority to approve/deny requests, render a final decision in the event that a decision of the Clerk is disputed • Obtain Mayor's signature and seal on Proclamations • Review and address objections to approvals or denials of requests
Communications Division	<p>Provide Communications support, as required:</p> <ul style="list-style-type: none"> • Make arrangements in exceptional cases where formal presentations or ceremonies involve attendance of the Mayor and/or Councillors • In exceptional cases, prepare news releases/media briefings • Handle media enquiries when a proclamation/flag raising has resulted in controversy
Facilities staff/Security staff	<ul style="list-style-type: none"> • Raise and lower flags • Set up podium/sound system for flag raisings that include a ceremony
Requesting party	<ul style="list-style-type: none"> • Submit complete application with all required information within required timeframe (ranges from at least 3 weeks – 2 months) in advance of the desired date for the flag raising/proclamation • Provide the flag in the condition necessary for raising (appropriate size, clean, etc.) • If ceremony requested, make all arrangements; if required, apply for special events permit and pay applicable permit fees • Responsible for any promotions of the flag raising/proclamation, including media advisories (cities do not provide these, except in special cases)

How are requests received?

Cities typically indicate on their Web sites that requests for proclamations and flag raisings must be submitted in writing using a set application form available online or in hard copy at the Protocol Office. However, the benchmark cities told us that requests generally come in via email and the Protocol Office follows up with the requestor to direct them to the application process.

Since the requests often involve events or causes that occur annually (e.g. national days; Cancer Society fundraising months, etc.) policies typically indicate that after initial approval, the proclamation or flag raising will be continued annually for the same organization upon request (i.e. not necessary to submit full application again) unless there are changes or extenuating circumstances.

What is the criteria for approval?

The policies for proclamations and community flag raisings set out the criteria for granting a request:

Proclamations

Generally, proclamations will be issued for non-profit/charitable organizations or events that demonstrate a significant interest in or relationship to the city, including:

- Arts and Cultural celebrations (e.g. Royal Ontario Museum Centennial Day)
- Charitable fundraising campaigns (e.g. Salvation Army Week)
- Public awareness campaigns (e.g. International Day of Persons with Disabilities)

Municipalities do not issue proclamations for National, independence or Republic days and applicants are referred to flag raising policies for these.

Community Flag Raisings

To avoid controversy and reduce the need for extensive research, community flag raisings are usually limited to recognition of national days only for nations that have diplomatic relations with Canada, and to recognition of only *registered* local non-profit/charitable organizations (or local chapters of national organizations). However, controversies or the potential for controversy cannot be completely avoided. With respect to flag raisings for national days, cities will consult the provincial or federal protocol office for advice when there is potential for controversy. Based on a review of flag raising policies in the benchmark cities, standard procedures typically include the following:

- Flag raisings to recognize national days are for one day, usually “sunrise to sunset”
- Flag raisings for other occasions (e.g. fundraising event) may be flown for several days (e.g. up to 1 or 2 weeks)
- If there are competing applications, the requests are confirmed on a “first come first served” basis (organizations usually apply in the previous year to reserve the date)
- Requests are generally limited to 1 per organization per year

- Flags will only be raised on the city's normal business days

What types of requests will not be approved?

In all cases, the city policies indicate that proclamations/community flag raisings will not be approved for the following types of requests:

- Individuals, organizations or events that are not located in the city or that have no demonstrated significant interest in or relationship to the city
- Religious or political organizations/events
- Businesses or commercial enterprises
- Discriminatory or inflammatory matters or matters inciting hatred or intolerance
- Illegal matters
- Any matters that are contrary to city by-laws/policies

Do proclamations and flag raisings include formal ceremonies/presentations involving the Mayor and/or Councillors?

Our research indicates that cities have eliminated virtually all formalities associated with proclamations and flag raisings, with few exceptions. Proclamations are added to the Council agenda but cities have discontinued the practices of receiving delegations and reading out proclamations at Council. Generally, the requestor simply picks up the signed and sealed proclamation at the Clerk's Office

For the most part, community flag raisings do not involve a ceremony. If a ceremony is requested, cities may provide minimal support (e.g. podium and portable speaker) but the requesting party is responsible for all arrangements, including applicable fees if the nature of the ceremony is such that a special events permit is required. If the requesting organization invites the Mayor or Councillors to attend, the request is forwarded to the Mayor's scheduler or Councillor's Executive Assistant, and will be considered as any other invitation received by the Mayor/Councillor.

In most cases, the city posts a list of proclamations and flag raisings on their Web site. However, requesting parties are responsible for any promotions, including media advisories/news releases.

Do cities have flag poles reserved for the purpose of community flag raisings?

Based on the research, cities generally have a permanent flag display near the main entrance to their City Hall that includes Canada's National flag, the Provincial flag and the City flag. Additionally, most of the benchmark cities have 1 or 2 "community" or "courtesy" flag poles reserved for the purpose of community flag raising requests. However, in a few cases, there are no additional flag poles and the community flags will take the place of the City flag in the City Hall flag display for the duration of the community request period. Where cities have community flag poles, these may be located with the permanent flags or in a separate location within the City Hall plaza area.

What is the cost/budget for these processes?

The benchmark cities were unable to provide specific budget or costs information because flag raisings and proclamations are included in a budget for a broader portfolio of services, and the staff who administer these processes do so along with several other duties. Cities also told us that the amount of time to process requests varies significantly according to several factors. For example, if the request is straightforward, such as a repeat (annual) request or a request from a well-known organization, processing time will be minimal; whereas several hours of research is required in the case of a new request from an unknown organization. In a report to Council, the City of Kitchener estimated that processing flag raising requests takes an average of 1.5 – 2 hours (review and respond to each request and maintain the schedule) for the Protocol Office alone.⁴

However, more time is required if the requestor has not provided all the necessary information or if research is needed to verify the organization's legitimacy and relevance to the community. In cases of potential controversy (e.g. disputes about national flags, geographic areas under conflict) more extensive research and consultation with the provincial protocol office may be required.

If we apply the estimate of 2 hours processing to proclamations as well as flag raisings, and multiply the total annual requests by processing time, we can estimate the total annual processing time (for the Clerk's office alone). The total number of requests received annually varied from city to city, but the range amongst the benchmark cities was, as indicated below:

Request type	# of requests annually	x #hours to process	Total processing time annually (hours)
Proclamations	130-160	2	260-320
Flag Raisings	25 -150	2	50-300
Total requests	155-310		310-620

Additional staff time and costs include:

- Security or facilities staff to raise and lower flags
- Facilities staff to provide equipment for ceremonies (podium, sound system, etc.)
- Communications staff time if Mayor and/or Councillors are attending ceremonies or presentations (protocol arrangements, news releases etc.) or in the case of controversies (to respond to media enquiries)
- Capital cost of purchase and installation of community flag pole (approx. \$2,500)⁵
- Cost of frames for proclamations (approx. \$10 each) for special occasions when Mayor presents the proclamation.

Are requestors required to pay fees or contribute to the costs?

⁴ Estimate based on City of Kitchener report to Council (May 12, 2014, CAO-14-025, p.2-3.)

⁵ Estimate based on City of Kitchener report to Council (June 30, 2014, FCS-14-127, p.)

All of the benchmark cities that provide proclamations and flag raisings do so at no cost to the requestors. However, parties requesting flag raisings must provide the flag and make all arrangements if they wish to have a ceremony. If the nature of the ceremony is such that a special event permit is required, the requestor is responsible for all arrangements and for payment of the applicable permit fees.

Contemporary/Emerging Approaches for Community Recognition

As urban populations have become larger and more diverse and as new technologies have become available, cities may consider new approaches to recognizing community groups and events. We asked cities to tell us about any new approaches they have implemented or that they are currently considering. We asked specifically about special lighting of the city hall or other civic facilities and use of social media.

We found that it is still early days for cities in this area. Most are using their City's Web site to announce proclamations and flag raisings, but use of social media is fairly limited so far. Cities said they generally promote only city events on social media, but may announce an event for a charitable or non-profit organization if they receive a request. In a report to City Council, the City of Surrey refers to the City's Diversity Advisory Committee, Social Policy Advisory Committee and various festivals/events as approaches to promoting diversity in the community, and publication of community events on the City's Web site as an avenue for bringing awareness to a community organization's culture or cause.⁶

Symbolic Lighting of City Hall or Other Civic Facilities

Four of the cities included in the research illuminate their city hall or other civic property in symbolic colours in recognition of significant community events (e.g. blue lighting for Autism Awareness Day). Three of those cities responded to our request for information. As this is a fairly new practice, only one of the cities has a formal policy in place. Requests are approved by the Mayor's Office or Council. Two cities said they outsource this function at a cost of approximately \$850 to \$1,500 per event. One of those cities said they are doing this as pilot project and have not yet decided whether they will continue, due to the high costs. Because these are high profile events, the cities may post an announcement on social media and issue a media advisory, but there are no formal ceremonies or presentations.

To date, the City of Mississauga has provided two illumination events, which involved the lighting of Celebration Square (blue for World Autism Awareness Day and purple for World Mental Health Day). Requests were received and approved by Council (via deputations) and the Celebration Square tech team along with the Facilities and Property Management Division were responsible for executing the request. The Communications Division lead the related marketing initiatives. The costs of an illumination event vary according to several factors but the estimated cost is consistent with the benchmarking research. It must be noted that the equipment used for illumination events is in high demand for the many events on Celebration Square in the summer and would therefore not be available to accommodate community recognition requests.

⁶ http://www.surrey.ca/bylawsandcouncillibrary/CR_2014-R104.pdf

Intelligent LED lighting systems

The third of the three cities who responded to our information request said they have been able to minimize the ongoing costs of illumination events with the implementation of new technology. An intelligent programmable LED lights system has been installed on the city hall building, which allows the city to vary the colour and arrangement of lights remotely through a computer program (e.g. purple lighting for Woman Abuse Awareness and Prevention day; blue for Autism awareness day, etc.). The city's policy for community requests for illumination events mirrors the city's flag raising policy. The City Clerk has authority to approve or deny requests, but if the Clerk's decision is disputed, the City Council has final authority as to whether or not the request will be granted.

This approach requires a significant initial capital investment, but LED lighting systems provide greater flexibility, require minimal maintenance, and use considerably less energy than conventional lighting systems. As the design and installation of the lighting systems are highly customized, we could not get an estimate of the costs, which vary considerably according to the size and complexity of the project.

A general Web search indicates the use of intelligent programmable lighting systems by cities is growing in popularity globally, not only for recognition of community events, but to highlight iconic and historic civic structures as tourist attractions.

For example, an intelligent lighting system has been installed on the City of Edmonton's historic High Level Bridge. This is an extensive lighting system that includes 60,000 LED lights. The \$2.5 million cost of the system was raised through a "Light the Bridge(LTB)" fundraising campaign which allowed citizens and organizations to "buy a bulb."⁷ The fundraising campaign was an entirely private endeavor, spearheaded by local companies, EPCOR and ATB Financial. Because of the City's tax status and the costs associated with maintaining the "buy a bulb" program, that campaign ended when the LTB project was handed over to the municipality.

The lights are controlled from the City of Edmonton's Network Operations Centre and can be varied in colour and motion for Civic events (e.g. red for Canada Day) and in response to community group requests.⁸ Edmonton reported that, while an LED color-changing system is exponentially less labour-intensive than a manual gel-changing system, it still represents a significant cost to maintain operationally. It has been estimated that the combined hours of technical maintenance, programming, administration and communication involved in operating Light the Bridge is equivalent to a full-time position.

Requests are considered on a case-by-case basis, must be submitted by application to the City's Civic Events Office, and must meet the following criteria:

- Support an event of national or international significance (such as Canada Day or Edmonton hosting FIFA matches).

⁷ <http://globalnews.ca/news/1414636/the-bright-ideas-behind-edmontons-light-the-bridge-project/>

⁸ <http://blog.mastermaq.ca/2014/07/03/edmontons-high-level-bridge-has-lights-now-what/>

- Support of a local festival or event that positively impacts local community spirit (such as Litfest or Oilers home games).
- Support a local, national or international awareness issue that is community-building or related to community health (such as World AIDS Day, Treaty 6 Day or Movember).
- Acknowledge and welcome visiting dignitaries (such as the Royal Family or international civic officials) hosted by our city.
- Tributes or memorial requests may be granted for well-documented local or national figures or service members. The lights will complement existing City of Edmonton Protocol for these events.⁹

Conclusion

In summary, our research results indicated that the practice of community flag raisings is fairly common (83% of the benchmark cities) but issuing proclamations is less common (50%). Cities told us that proclamations generally require more research and are more time consuming. To reduce the time and costs of providing these services and to avoid controversies, cities have implemented standard processes and clear limits. Cities have also eliminated all formalities (e.g. ceremonies, deputations, reading out at Council), with very few exceptions. Despite these efforts, however, these processes continue to be fairly time consuming and challenging in cases of controversy.

With respect to new and emerging approaches to civic recognition, our research suggests that cities are just beginning to consider these. Illumination events involving symbolic lighting of City Hall and other civic structures, appear to be growing in popularity, but are limited due to fairly high costs. Installation of intelligent LED lighting systems reduces ongoing costs and effort for illumination events, but requires a significant initial investment. Use of social media is fairly limited so far. Other approaches to community recognition and inclusivity include diversity committees, multicultural festivals and publication of charitable/non-profit events on the city's Web sites.

Prepared by:

*Louise Donnelly, Researcher
Corporate Performance & Innovation
March 30, 2015*

⁹ http://www.edmonton.ca/attractions_events/schedule_festivals_events/light-the-bridge.aspx

APPENDICES

Appendix 1 – Full Text of 1995 Mississauga Council Resolution 0109-95

0109-95 Moved by: C. Culham seconded by: N. Iannicca whereas, the Municipal Act, R.S.O. 1990, c. m.45, as amended, does not authorize a municipality to issue proclamations or raise flags on behalf of any individual, group of individuals or any other party; and whereas, the costs associated with the provision of these services have been increasing; and whereas, the recent decision of the Ontario Human Rights Commission indicates that if a municipality intends to engaged in these services it must do so in a fashion that complies with the provisions of the Human Rights Code, R.S.O. 1990, c.h.19; and whereas, the impact of this decision will be to further increase the cost of providing these services; now therefore, be it resolved that;

1. The Council of the Corporation of the City of Mississauga hereby rescinds policy number 06-04-03 dated January 13, 1993;
2. Neither the corporation of the City of Mississauga nor its elected officials shall, from March 30, 1995 and thereafter, issue proclamations nor raise flags on behalf of any individual, group of individuals or any other party including any proclamation or flag raising that has been to this date requested but which has not yet occurred.
3. All references to 'proclamations' and 'flag raisings' contained within the Procedural By-law, being by-law 272-92, as amended, be deleted therefrom.

carried pr.04

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TAB: PUBLIC RELATIONS
SECTION: RECOGNITION
SUBJECT: COMMUNITY RECOGNITION PROGRAM

POLICY STATEMENT The City of Mississauga's Community Recognition Program brings public awareness to special occasions and events which enhance the health, welfare, safety and cultural diversity of the community.

PURPOSE The Community Recognition Program is intended to raise awareness and encourage participation in fundraising initiatives, public awareness campaigns, and cultural, sport and entertainment programs and activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.

This policy outlines the types of recognition available, the criteria and application process and roles and responsibilities of staff.

SCOPE This policy applies to community/non-profit groups and organizations that meet the criteria outlined in this policy.

Special achievements and anniversaries of individuals, groups and organizations or businesses are recognized through the City of Mississauga Civic Recognition Program. Refer to Corporate Policy and Procedure – Civic Recognition Program for more information.

Council may elect to display a national flag that is related to the promotion of an international City-hosted or joint-partnership event. For more information refer to Corporate Policy and Procedure – Recognition – Flag Protocol at City Facilities – Exceptions.

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LEGISLATIVE REQUIREMENT

Any collection, use and disclosure of information under this policy will be undertaken in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

DEFINITIONS

Commissioner

For the purposes of this policy:

“Commissioner” means the Corporation’s Commissioner of Corporate Services, Chief Financial Officer and Deputy Treasurer, and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.

Director

“Director” means the Director, Communications, Corporate Services Department or his/her designate.

ADMINISTRATION

The Community Recognition Program is administered by the Communications Division, Corporate Services Department with the support of the Facilities and Property Management Division, Corporate Services Department and the Culture Division, Community Services Department.

CITY’S ROLE

The City’s relationship with community organizations, volunteer groups or other organizations under this program is one of support only. Such support does not constitute civic endorsement and will not be seen to represent or imply any partnership.

ACCOUNTABILITY

Communications Division

Communications staff are responsible for

- Reviewing all applications for compliance with the criteria outlined in this policy
- Ensuring a previous request has not been processed for that calendar year (maximum of one per year)
- Approving all applications, in consultation with other departments/divisions and the Commissioner, where necessary

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- Notifying applicants of the outcome of their application
- Providing the Mayor and Members of Council with a schedule of approved recognition activities (monthly)
- Scheduling and completing all approved social media messaging and
- Advising applicable departments/divisions as required to prepare and complete approved requests

Director

The Director is responsible for

- Ensuring applicable staff is aware of and trained on this policy and
- Approving wording of digital and social media messaging.

CRITERIA

The following criteria must be met

1. Groups/organizations must be Mississauga based or have an identifiable presence in the Mississauga Community.
2. The group/organization is able to
 - (a.) demonstrate that the event/occasion is either of interest or benefit to the City as a whole
 - Or
 - (b.) supports a municipal, regional, provincial or federal government program or initiative.
3. The group/organization is not for profit
- Or
- Is aligned with [Health Canada's Calendar of Health Promotion Days](#)
4. The group/organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity.
5. The group/organization and event must help foster a spirit of community and a climate of understanding and contribute to and enrich the quality of life in Mississauga.
6. The content of the requested message for the campaign, initiative, program or activity

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- (a.) May not be in conflict with any applicable laws, City by-laws or policies
- (b.) Does not have the potential to incite violence and hatred
- (c.) Does not present demeaning or derogatory portrayals of individuals or groups
- (d.) Is not of questionable taste in style, substance or presentation method
- (e.) Does not minimize and/or detract from the image of the City and/or its employees
- (f.) In light of generally prevailing community standards, is not likely to cause deep or widespread offence.

TYPES OF RECOGNITION

Community/non-profit groups and organizations may qualify for one of the following types of recognition, as appropriate

1. Community flag raising (on a flag pole designated by the City on Mississauga Celebration Square and digitally on the Mississauga Celebration Square screens, as available and in rotation with scheduled programming)
2. Lighting of the City Hall Clock Tower (Council deputation required or request brought forward by Mayor or a Member of Council during General Committee or Council meetings)

Recognition requests will be reviewed and evaluated in the order they are received. Community/non-profit groups and organizations will be limited to one request per year. A flag raising and lighting request may occur on the same day; but two flag raisings or two lightings will not be permitted on the same day.

Flags will remain in place for one day (up to 24 hours) and take place on the requested date, as per the application submitted.

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Lightings will occur for one evening and take place on the requested date, as per the application submitted, or the direction provided by Council.

1. Flag Raising

The City of Mississauga will raise flags for community/non-profit groups and organizations that meet the criteria in this policy. The requestor will be responsible to provide the flag.

Requests will be reviewed and evaluated in the order they are received. Flag raisings will be done on a flag pole designated by the City on Mississauga Celebration Square and digitally on the Mississauga Celebration Square screens, as available and in rotation with scheduled programming.

Flags will remain in place for one day (up to 24 hours) and will occur on the requested date, as per the application submitted.

Support Provided

Depending on availability, the City's support may consist of one or more of the following.

Corporate Communications will be responsible for

- Coordinating with the Facilities and Property Management team to advise of the date, confirm resources and provide them the flag
- Working with the requestor and the Culture Division to prepare a virtual display on Mississauga Celebration Square digital screens, as available and in rotation with scheduled programming (image to be provided by the requestor)
- Social media messaging for the designated day or first day of week/month of the designated period
- Updating the flag raising listing on the Community Recognition Program web page (as each is approved) and advising Mayor and Council (monthly) of the flag raising schedule

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Facility and Property Management will be responsible for

- Raising and lowering of flags on designated flag pole on Mississauga Celebration Square

Culture will be responsible for

- Including virtual display on Mississauga Celebration Square screens, as available and in rotation with scheduled programming

2. Lighting

Community/non-profit groups and organizations requesting the City's Clock Tower be lit will be required to make a deputation to Council to seek the approval of the Mayor and Members of Council. Additionally, requests may be brought forward by the Mayor or a Member of Council during General Committee or Council meetings.

Requests will be reviewed and evaluated in the order they are received.

Lightings will occur for one evening and will take place on the requested date, as per the application submitted or the direction provided by Council.

Support Provided

Responsibilities for approved lighting requests are as follows.

Corporate Communications will be responsible for

- Posting on social media (e.g. the City's Corporate Twitter and Facebook channels) to acknowledge the lighting recognition/activation

Facility and Property Management will be responsible for

- Arranging the rental of the necessary lighting equipment and coloured lights (Note: lighting requests will be displayed on the City's Clock Tower using a single colour only.)

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Culture will be responsible for

- managing the lighting equipment set-up and activation

APPLICATION PROCESS

Flag raising applications will be available online on the Community Recognition Program web page. (The application in alternative formats is available upon request.) Staff will review each application against the established criteria.

Community/non-profit groups and organizations requesting lighting of the Clock Tower will be directed to schedule a deputation at Council through the Clerk's Office.

Requests for flag raisings must be received no later than six weeks before the requested recognition date to allow for adequate review, planning and scheduling. Requests for lightings must be received no later than two weeks before the requested recognition date to allow for adequate review, planning and scheduling.

Exceptions to the timelines may be approved by the Commissioner. Incomplete applications, including the absence of any required images, will be returned to the applicant and considered as new applications upon re-submission.

The applicant will be advised by email confirmation that their request has been approved, including the date that the organization will be recognized.

Decision Making Process

In the event that a request appears to be in conflict with any of the criteria outlined in this policy, applicable staff will conduct an objective and impartial analysis of the request in relation to the criteria.

Staff involved in the analysis will make a recommendation, in writing, to the Commissioner to either decline or approve the request. The Commissioner's decision will be final and will be

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communicated to the applicant in a timely manner.

REFERENCE:

LAST REVIEW DATE:

CONTACT:

For more information contact Corporate Communications,
Corporate Services Department.

DRAFT

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06-04-03

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TAB: PUBLIC RELATIONS

SECTION: RECOGNITION

SUBJECT: FLAG PROTOCOL AT CITY FACILITIES

POLICY STATEMENT The City of Mississauga recognizes that flags are meaningful symbols that embody the honour and pride of the people they represent and must therefore be treated with respect and consistency at all times across the Corporation.

PURPOSE This policy will provide direction to staff with respect to Canadian Flag etiquette, the half-masting of flags and the management and maintenance of all flags flown externally on City property and at City facilities.

SCOPE All City of Mississauga facilities that are equipped with a flag pole(s) are covered by this policy.

Exclusions This policy does not apply to

- Flags representing community/non-profit groups or organizations flown on the City's designated flag pole – for more information refer to Corporate Policy and Procedure – Recognition – Community Recognition Program
- Banners - for more information refer to Corporate Policy and Procedure – Public Relations – Events – Banners

ADMINISTRATION The Corporate Communications Section of the Communications Division, Corporate Services Department, will administer the policy. Communications is also responsible to ensure that Central Stores, Revenue and Materiel Management Division, Corporate Services Department, maintains a stock of replacement Canadian, Provincial, Regional and City of Mississauga flags.

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Facility and Property Management (F&PM) are responsible for the maintenance of City flag poles. Staff at each facility, designated by the Facility Manager, is responsible for the replacement and proper destruction of flags that have fallen into disrepair.

FLAG ETIQUETTE

The manner in which flags may be displayed in Canada is not governed by any legislation, but by established practice. The rules applied by the federal government will serve as guidelines for the City of Mississauga. For additional information regarding flag etiquette in Canada refer to the Canadian Heritage Department of the Government of Canada.

FLAGS FLOWN AT THE CITY

The City of Mississauga will fly the flags of:

- Canada (the National flag)
- The Province of Ontario
- The Regional Municipality of Peel
- The City of Mississauga

These flags will occupy the four flag poles located at the Civic Centre as outlined below.

The flags of Canada, Ontario and Mississauga are flown at all official functions.

Positioning of Flags

When two or more than three flags are flown together, the Canadian flag is on the left, as seen by spectators facing the flags (Figure 1). The remaining flags are flown using the following protocol:

- The Province of Ontario
- The City of Mississauga

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-
- The Regional Municipality of Peel

Where only one flag pole exists, the National flag will always be flown at all City facilities, including Fire Stations. Where two flag poles are available the National flag and City of Mississauga flags are flown. [Note: When the National flag is flown alone on top of or in front of a building with two flagpoles, it is flown on the left flagpole when viewed by an observer facing the building. Where there are more than two flagpoles it is flown on the pole nearest to the centre (Figure 2).] When three flags are displayed the National Flag is in the centre; the second-ranking flag, the Ontario Provincial flag, is placed to the left of centre; and the City of Mississauga flag is placed to the right (Figure 3).

Where there is more than one flag pole and the personal standard of a visiting member of the Royal Family, the Governor General or the Lieutenant Governor of Ontario is flown, every other flag in the hierarchy, with the exception of the Canadian flag, moves down one position. Flag poles should be of the same height where flags are flown together. No more than one flag is to be flown per pole.

The National Flag of Canada should also always be flown:

- on its own mast;
- if hung horizontally, the upper part of the leaf should be up and the stem down; and
- if hung vertically, the flag should be placed so that the upper part of the leaf points to the left and the stem to the right from the point of view of the observer facing the flag.

When more than one flag is flown and it is not possible to hoist or lower them at the same time, the Canadian flag should be hoisted first and lowered last. Flags may be flown by night as well as by

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day.

FLAGS AT HALF-MAST

Flags at all City facilities are flown at half-mast in recognition of the death of prominent public figures. In accordance with the protocol established by the Government of Canada, flags are flown at half-mast in the event of the death of:

- the reigning Monarch;
- an immediate relative of the reigning Monarch;
- the Governor General of Canada;
- the Prime Minister of Canada;
- the Lieutenant-Governor of Ontario;
- the Premier of Ontario;
- a local MP or MPP;
- the current serving Mayor of the City of Mississauga; or
- a current serving member of City of Mississauga Council.

Flags at all City facilities will be flown at half-mast in recognition of a fallen Canadian soldier.

Fire station flags are also flown at half-mast in recognition of the death of active or retired City of Mississauga fire fighters and in recognition of line-of-duty deaths of fire fighters and police officers in Mississauga and surrounding municipalities.

When recognizing the death of an individual, the flags are lowered to half-mast position on the day of the death or as soon as practical after notification. Flags are raised to full mast the day following the funeral or as soon after as practical.

Flags at all City facilities are flown at half-mast on Remembrance Day to honour the memory of all Canadians who served their country in time of war, and on the National Day of Mourning to

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honour workers whose lives have been lost on the job. Flags are lowered to half-mast position at sunrise, or at the opening of the facility, and raised at sunset, or at the closing of the facility, depending on which is most practical for the particular facility.

If the flag is half-masted it must be flown at full-mast on the following legal holidays created under the *Holidays Act* (R.S.C. c. H-5): Victoria Day and Canada Day, except in the event of the death of the Sovereign, current Governor General or current Prime Minister, in which case the flags remain at half-mast until the day following the funeral.

A Community Recognition flag will be removed when flags are half-masted.

Procedure

At each facility having a flag, the Facility Manager will designate a staff person as being responsible to ensure that the flag is lowered and raised. The Communications Division will notify designated staff at each facility to lower and raise the flags according to the Government of Canada protocol and/or this Policy.

With respect to fire stations, the Fire Chief, or designate, is responsible for establishing appropriate procedures for flying flags at half-mast in honour of fire fighters.

EXCEPTIONS

Exceptions to this policy with respect to flags being flown at half-mast at all or select facilities to honour an individual not specifically identified in this policy may only be made by the Mayor or Acting Mayor.

Requests for the flying of flags representing other nations ~~or organizations~~ may only be approved by the Commissioner of

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Corporate Services (or designate) after consultation with the Mayor or Acting Mayor and Members of Council. If such a request is granted, flags will be displaced in the following order:

- where all four flags are flown, the Region of Peel flag will be displaced;
- where the Canadian, Provincial and City flags are flown, the City flag will be displaced; and
- where the Canadian and Provincial flags are flown, the Provincial flag will be displaced.

Where the Canadian flag only is flown it will not be displaced by a flag representing another nation.

The requestor will be responsible to provide the flag.

DISPOSAL OF FLAGS

When a flag becomes worn, noticeably faded or otherwise unfit to be flown, it should be disposed of privately and in a respectful manner. Staff should contact Central Stores to request a replacement flag.

FLAGS AT PARADES

For information on flag etiquette during parades or processions refer to the Canadian Heritage Department of the Government of Canada.

REFERENCE:

GC-0002-2010 – 2010 01 20
Resolution of Council – 0061-2015 – inclusion of fallen soldiers.
2016 04 26 – revised to add reference to and align with the
Community Recognition Program policy

LAST REVIEW DATE:

October, 2012

CONTACT:

For additional information of flag protocol contact Corporate Communications, Communications Division, Corporate Services

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Department. For additional information specific to flying flags at half-mast contact the Communications Division, Corporate Services Department, or Fire and Emergency Services, Community Services Department, as appropriate.

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Figure 1 - When two or more than three flags are flown together, the Canadian flag is on the left, as seen by spectators facing the flags.

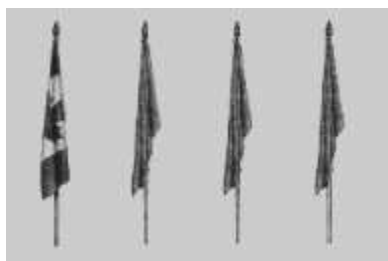


Figure 2 - When the National flag is flown alone on top of or in front of a building where there are more than two flagpoles it is flown on the pole nearest to the centre.

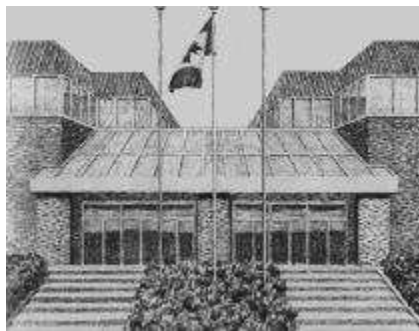
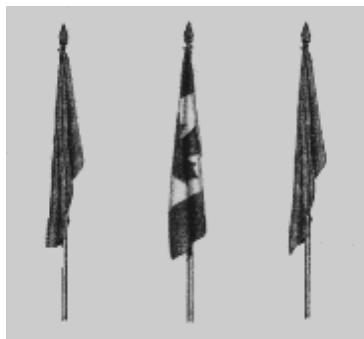


Figure 3 - When three flags are displayed the National Flag is in the centre; the second-ranking flag, the Ontario Provincial flag, is placed to the left of centre; and the City of Mississauga flag is placed to the right.



City of Mississauga
Corporate Report



Date: 2016/04/28

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
 Chief Financial Officer

Originator's files:

Meeting date:
 2016/05/18

Subject

Diverse Communities Promotional Plan

Recommendation

1. That the Diverse Communities Promotions Plan outlined in the appendices attached to the report dated April 28, 2016 from the Commissioner of Corporate Services and Chief Financial Officer, including the proposed advertising schedule for 2016, be approved.
2. That the set-up and implementation of the multicultural print media registration process outlined in the report dated April 28, 2016 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

Report Highlights

- The City of Mississauga is committed to better reaching out to, and engaging with, our diverse community through stronger multicultural media relations as recommended in the Communications Master Plan.
- The introduction of a Diverse Communities Promotions Plan is a first for the City of Mississauga and will serve as a framework on how to best support the delivery and access of two-way communications between the City and its diverse community.
- The goals of the proposed plan are to communicate better with multicultural and multilingual audiences, develop stronger relationships with multicultural media and expand promotional efforts through the use of social media.
- Content for the proposed promotional material and advertisements will be developed annually and will be based on topics residents identify as being of interest to them through primary research, most notably the 2015 City of Mississauga Citizen Satisfaction Survey.
- In order to implement the proposed plan it is recommended that multicultural print media outlets be required to register with the City of Mississauga on a 4-year renewal term. As

part of the registration process, the publication would be required to provide details, including their; publication schedule, distribution and circulation statistics.

- The Diverse Communities Promotions Plan was presented to the Diversity and Inclusion Advisory Committee on April 20th, 2016, where it received the Committee's support.

Background

The City of Mississauga Communications Master Plan, approved in May 2012, was developed to provide a framework to support strong two-way communications between the City and its citizens and stakeholders. The plan set out a vision for the Communications Division and included a four-year implementation plan to help set priorities and provide direction on how best to deliver communications in the City.

One of the plans key recommendations was to develop a 'robust multicultural communications strategy', including an ethnic media and advertising program. In addition to this, developing an ethnic media and advertising strategy was a media relations tactic recommended in the 2014/2015 Media Relations Strategy, approved by LT on January 9, 2014.

In 2014, the Communications Division engaged Argyle Communications following a Request for Proposal process, to provide recommendations for a Multicultural Media and Advertising Strategy aimed at; strengthening outreach and engagement with multicultural media, enhancing paid advertising, and establishing criteria for advertising/marketing efforts where language was identified as a barrier. The consultant's work included:

1. Background Research
2. Stakeholder Engagement
3. Analysis and Interpretation

The consultant's final recommendations focused on using better ways to communicate, including the use of clearer plain language texts and multimedia content and strengthening relationships with multicultural media. Specifically, the final report had two broad recommended action items.

First, in order to better communicate with multicultural and multilingual audiences, the City should translate key materials. Staff should determine in advance which materials should be translated, and into which languages, based on the City's overall messaging and strategy.

Second, to develop stronger relationships with multicultural media outlets, the City should allocate a specific budget to multicultural advertising and sponsored articles. To do this, staff should develop a promotional plan to ensure that City funds are used to maximum effect.

Present Status

The outcomes and recommendations of the work carried out by Argyle Communications and the Communications Division were presented to the Diversity and Inclusion Advisory Committee (DIAC) at their inaugural meeting on June 9, 2015. At the meeting, DIAC requested that further work be completed and that the proposal be deferred for consideration at a later date.

Upon further review it was felt that the most effective approach would be to establish an ad hoc DIAC marketing subcommittee to engage and work with City staff to review existing research and to provide input towards a new proposal. This recommendation was proposed and supported by DIAC at their meeting on November 18, 2015.

The subcommittee held its first meeting with City staff on December 9, 2015. At the meeting, the discussion centred on three broad topics and ideas;

1. Some members of the subcommittee preferred to focus on promoting information about multicultural events (ex. Tamil Month) and major religious holidays to communicate the City's diversity to a city-wide audience.
2. Other members believed that it would be more effective for the City to concentrate its efforts on sharing program/service information to the diverse community and newcomers to increase the awareness of these services among these groups.
3. Members also agreed that online advertising and increased promotions through social media were good channels to reach multicultural audiences as many newcomers use online networks to stay connected.

A second meeting was held on January 21, 2016, and based on additional research and further discussion, the group reached consensus on a framework for a new Diverse Communities Promotions Plan for the City of Mississauga. The plan would include the following:

1. Promotion of City programs and services to targeted multicultural audiences within Mississauga to increase the awareness of the many programs and services the City of Mississauga provides to its residents.
2. Promotion and encouraged use of the community calendar – on the City's website – by multicultural groups to promote major events and holidays to a wider Mississauga audience.

Staff would like to move forward with a new Diverse Communities Promotions Plan that is centred on these two principle objectives. The proposed plan was presented to DIAC on April 20th, 2016 and was supported by the Committee – as it will help increase the awareness of Mississauga's rich diversity and promote and foster greater inclusion of all residents and stakeholders.

Comments

The Diverse Communities Promotions Plan will focus on two key channels, paid advertising in multicultural print media and promotions through corporate online and social media channels.

Currently, paid advertising in multicultural media is handled by each business services area based on their needs and the understanding that language can be a barrier to communicating key program or services information.

The Diverse Communities Promotions Plans took a research-based approach in developing its recommendations for both the channels used and the content for promotional advertisement. The 2011 Canadian Census and the 2015 City of Mississauga Citizen Satisfaction Survey were both key sources of information for developing the plan.

The proposed plan is primarily targeted at new Canadians that may not have a strong awareness of City information and where language has a higher likelihood of being a barrier to accessing that information. This group was identified as the target audience because of the Mississauga's high percentage of New Canadians and the fact that almost half of Mississauga residents (49%) have a mother tongue other than English or French.

The proposed plan recommends using paid print advertisement in multicultural media to target this audience to better promote and communicate important City news and information, including topics such as:

- City provided programs and services,
- Major City events, including Celebration Square events,
- Updates on the City's budget process.

The advertisements will be translated and placed into publications that represent the top 10 non-official languages spoken in Mississauga according to the 2011 Canadian Census, as well as French. According to the 2011 Canadian Census, those languages are: Arabic, Chinese (Mandarin, Cantonese and Chinese N.O.S.), Polish, Portuguese, Punjabi, Spanish, Tagalog, Tamil, Urdu, and Vietnamese.

In order for a multicultural print publication to be included in the program, City staff propose that they be required to sign-up and register with the City of Mississauga. As part of this process, the print publication would be required to provide the following information:

- Contact information,
- Years of continuous operation,
- Publication schedule, distribution and circulation statistics,
- Language and/or community served,
- Confirmation of fully audited circulation and rate card, or agreement of City's advertising rate card (The proposed City advertising rate card for non-audited publications is up to

\$400 for a ¼ page colour advertisement and up to \$250 for a 1/8 page colour advertisement. Rates for black and white advertisement will be set at 50% of the final established colour rate. (This rate will be reviewed and updated every 4 years.)

Once registered, publications would be put into a randomly selected rotation for a 4 year cycle to coincide with the term of Council. There would be no cost associated with the registration. After the 4 years is over, media outlets would be asked to confirm their details and re-register for the program.

The DIAC marketing subcommittee also supported the use of social media as an excellent way to reach the diverse communities in Mississauga. As a result, the proposed plan will leverage the City's corporate social media channels to supplement and support print advertisement in multicultural publications.

Staff have developed a proposed promotional schedule for 2016 that is detailed below. Topics were selected based on resident responses to the 2015 City of Mississauga Citizen Satisfaction Survey regarding the type of City information that residents are most interested in receiving. It is recommended that each year staff would develop a new schedule to be reviewed and shared for information with DIAC.

Proposed 2016 Promotional Schedule

Date	Advertising Topic
May	Celebration Square: Summer Series
June	Celebration Square: Canada Day
July	Promote use of City events calendar
August	Recreation: Programs and Registration
September	Library: Programs
October	Job opportunities at the City of Mississauga
November	Budget Process

The plan will encourage members of diverse communities, City divisions and the Mayor and Members of Council to leverage the City's online community calendar to help increase awareness of the many events taking place across Mississauga. The community calendar will be promoted through corporate social media channels as well as print advertisement.

Finally, it is recommended that each staff would develop a new schedule to be reviewed and shared for information with DIAC. Staff will also report annually to DIAC on the measures and outcomes of the plan from the previous year.

Strategic Plan

The Diverse Communities Promotions Plan is focused on enhancing the City's communication and promotional efforts to better reach, engage and connect members of the diverse community within the City of Mississauga. As such it is aligned strongly to both the Belong and Connect pillars of the City's Strategic Plan which speak to ensuring youth, older adults and new immigrants thrive and completing our neighbourhoods, respectively.

Financial Impact

Based the proposed promotional schedule listed above and a review of multicultural print media and translation costs, it is estimated that the proposed plan will cost approximately \$24,500. Below is a high level breakdown of the costs.

	Cost
Multicultural Print Media Advertising	\$20,000
Translation and Typesetting Services	\$4,500
Total	\$24,500

Currently, there is \$25,000 allocated in the 2016 Communications budget to support multicultural advertising initiatives.

Conclusion

Overall the Diverse Communities Promotions Plan creates a targeted and proactive strategy to promote and communicate important information regarding City programs, services and events. It helps to better inform and connect diverse and multicultural communities to their municipality and encourages increased awareness and involvement in their neighbourhoods and broader community. Finally it is a targeted investment in promoting greater engagement between the City and its multicultural and diverse communities.

Attachments

Appendix 1: Design Concepts for Potential Advertisements

Appendix 2: 2015 Citizen Satisfaction Survey Results, Excerpt- Communication and Citizen Engagement

For: 

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer
Prepared by: Ivana Di Millo Director, Communications

Design Concepts for Potential Advertisements

1. 2017 Budget



2. Mississauga Library



3. Recreation Summer Camps



مخيمات
مغامرات المخيم
الصيفي
2015

أكثر من 1400 طريقة لقضاء أوقاتك في فصل الصيف.
مفاجآت مذهلة في انتظارك في 38 وجهة، على بعد دقائق من بيتك.
بالتوازي معك في القرب وقتاً قبل لقاء الأصدقاء
mississauga.ca/camps

MISSISSAUGA

ترفيه

4. Canada Day Festivities on Celebration Square



KULTURA:
CELEBRATION
SQUARE

**DZIEŃ
KANADY 2015**

1 lipca, 14:00-22:30
Obóz Kanadyjczyka dla dzieci godz. 14-18

celebrationsquare.ca DARMOWY UDZIAŁ





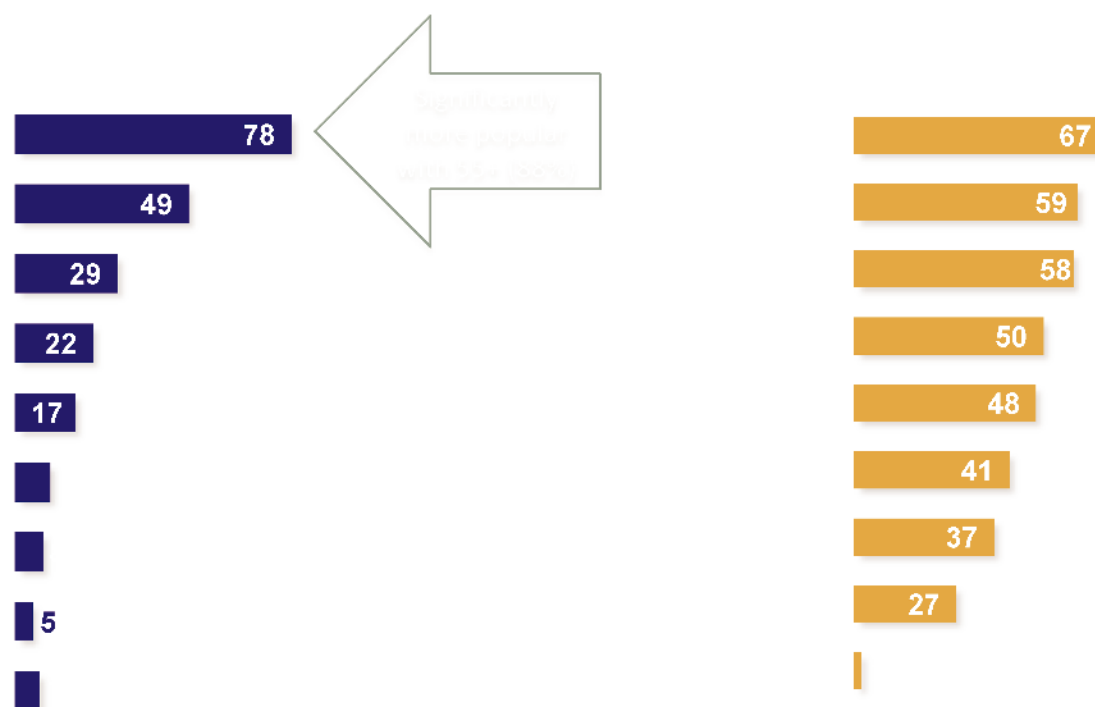






Communications and citizen engagement

6.13



City of Mississauga

Corporate Report



Date: 2016/04/27

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2016/05/18

Subject

2015 Annual Report on Investment

Recommendation

1. That in compliance with Provincial legislation governing municipal investment practices, the "2015 Annual Report on Investment" dated April 27, 2016 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.
2. That Council adopt the accompanying Resolution attached as Appendix 3 to the report dated April 27, 2016 from the Commissioner of Corporate Services and Chief Financial Officer requesting that the Ministry of Municipal Affairs and Housing grant the City of Mississauga the authority to expand its investment mandate as per Appendix 2 attached to this report.

Report Highlights

- The City Funds investment portfolio earned net income of \$31.9 million, generating a net yield of 3.21%.
- Revenue allocated to the Operating Fund was \$14.4 million, while Reserve Funds received \$17.5 million.
- Appendix 2 addresses the specific changes being sought to the Ontario Regulation 373/11 which governs eligible investments.
- Appendix 3 contains a Council Resolution requesting an expanded investment mandate from the Ministry of Municipal Affairs and Housing.

Background

Regulation 438/97, amended to 373/11, of the Municipal Act, 2001, requires a municipality to adopt a statement of investment policies and goals, and requires a report be submitted to Council annually. This Report is tabled in compliance with the Regulation.

General Committee	2016/04/27	2
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As permitted by legislation, the City maintains an operating fund, a number of reserves and reserve funds, and trust funds for various purposes. These funds are invested in accordance with the Municipal Act and Ontario Regulations, the Funeral, Burial and Cremation Services Act, the Trustee Act and the City's Corporate Policy and Procedures on Investment.

The four major priorities of the City's Investment Policy are:

1. Legality of investments – conforming to legislative constraints;
2. Preservation of principal – avoiding the loss of monies which may result from the default of a debt issuer in the payment of principal or interest;
3. Maintenance of liquidity – the ease by which an investment can be sold and cash received; and
4. Competitive rate of return – maximizing the return on investments while conforming to other objectives.

This Report outlines the implementation of these priorities and includes a summary of investment results and analysis. The City's investment practices and procedures are subject to ongoing review by both the City's Internal Auditor and the Corporation's external auditors, KPMG.

The Report also provides recommendations for changes to the governing regulation of municipal investments (see Appendix 2 for recommendations). There is an accompanying Resolution for Council's consideration requesting authority from the Ministry to expand the investment mandate (see Resolution in Appendix 3). Council requested report on this issue.

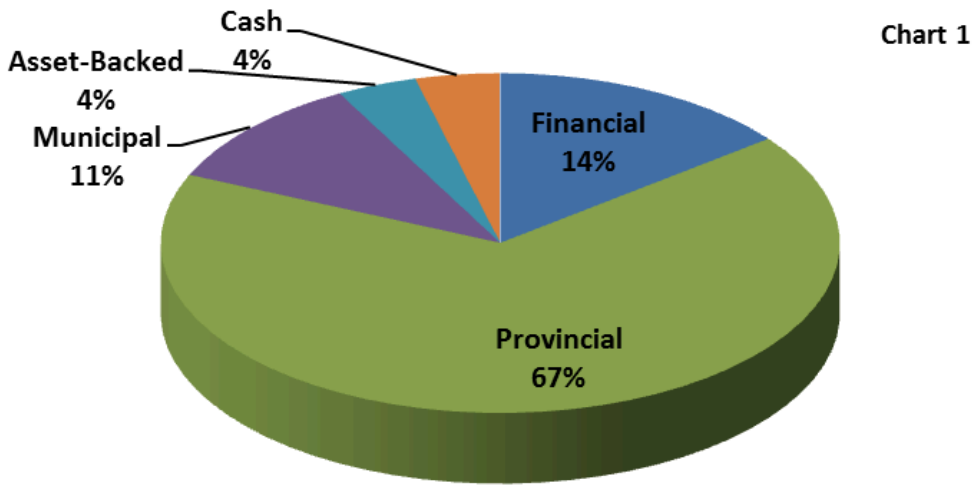
Comments

In 2015, the City earned \$32.17 million in gross investment income¹ (2014 - \$35 million; 2013 - \$34.8 million) with a gross yield of 3.23% (2014 – 3.59%; 2013: 3.52%) as shown below:

	Average Daily			
	Investment (Book Value)	Investment Income	Yield	Yield
	<u>Yield (Net)</u>	<u>(Gross \$)</u>	<u>(Gross %)</u>	<u>(Net %)</u>
2015	\$995,018,110	32,175,824	3.23%	3.21%
2014	\$974,099,295	35,032,594	3.59%	3.57%
2013	\$987,296,755	34,826,982	3.52%	3.50%

As at December 31, 2015, City Investment Portfolios² held \$994.9 million par value³, (2014: \$970 million) distributed across various security types and cash, in conformity with the City's Investment Policy (see Chart 1, following page).

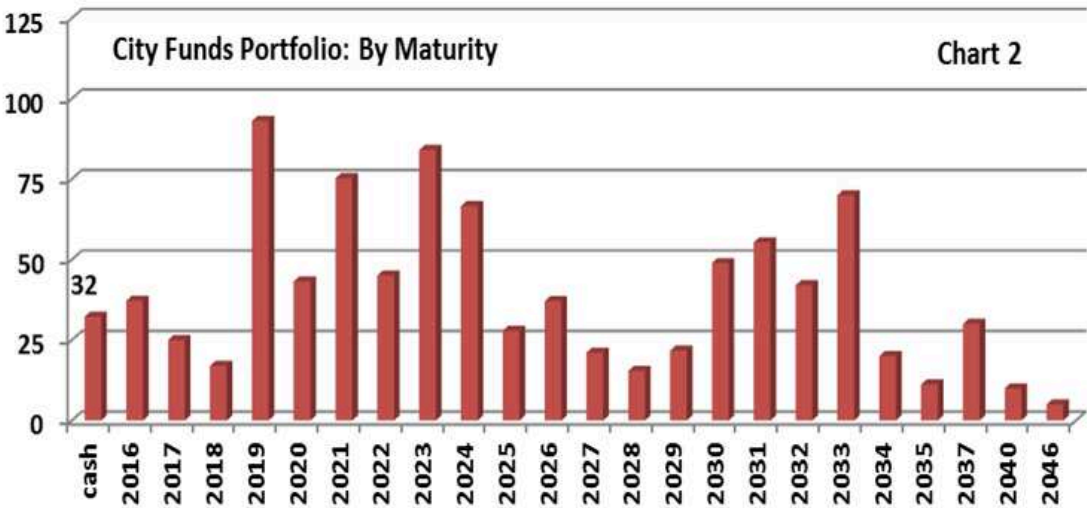
¹ Net income on investments was \$31.94 million.



Consolidated Investments: By Security Type

December 31, 2015

Province of Ontario securities continue to represent the largest position in the portfolio, followed by Canadian banks (see Appendix 1 for sector breakdown). Throughout 2015, term extension was realized as cash and securities under 2 years were reduced in favour of the 15 year term to maturity, helping to offset the continuing decline in interest rates for bonds under 10 years. The City Funds investment maturity schedule, as of December 31st, 2015, is in Chart 2.



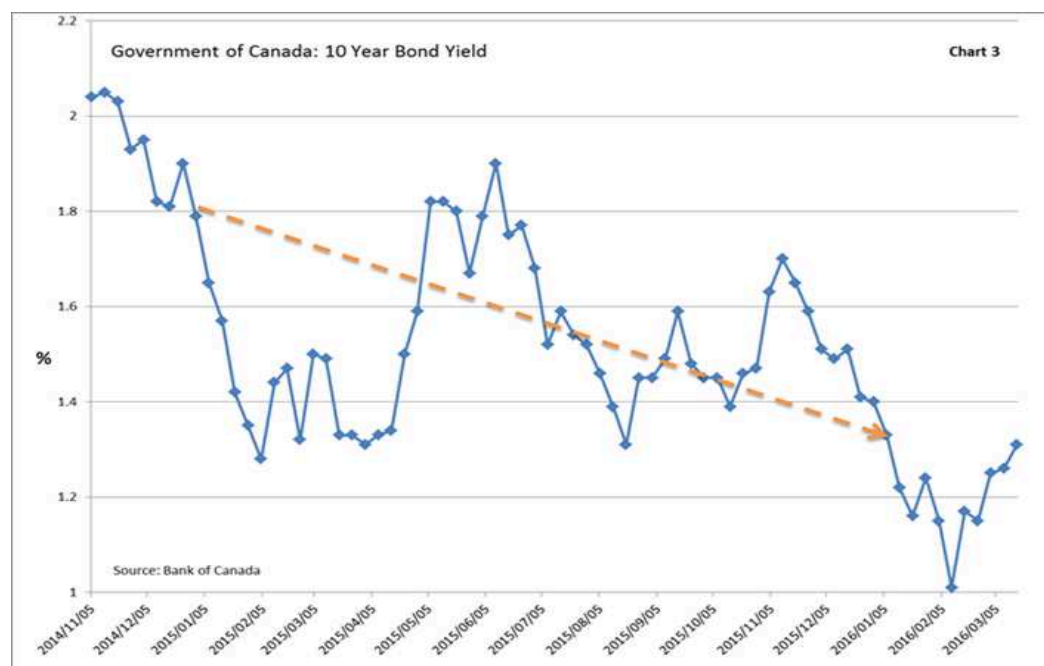
² The City Investment portfolios comprise the City Funds Portfolio, the DCA Portfolio and cash.

³ The Book Value of the Consolidated Investment Portfolio, as at Dec 31st, 2015, is \$924.1 million. Par Value is used, for Policy compliance, to measure the investment limits for various securities. Portfolio holdings and limits can be found in Appendix 1. The Par Value of the portfolio identifies what the portfolio would be worth on a dollar basis, if each security were held to its final maturity date.

Financial Markets: 2015 Year in Review

At the beginning of 2015, the Bank of Canada (BOC) unexpectedly cut its target for the overnight lending rate, with the rate falling from 1% to 0.75%. At the time, the BOC's Monetary Policy Report (MPR) contained a stark forecast for the Canadian economy: "The sharp drop in global crude oil prices will be negative for Canadian growth...", "Growth in Canada is expected to slow to about 1.5%...", "...the output gap (is) to widen...". The Bank of Canada was correct in its fears regarding an emerging weak Canadian economy. During the first half of 2015, real GDP growth rates had collapsed in Canada, in fact, turning in two contracting quarters for both Q1 (-0.6%) and Q2 (-0.5%), technically a recession.

In response to the weak economic conditions, on July 15, 2015, the BOC once again cut its overnight lending rate by one quarter of a percentage point, going from 0.75% to 0.50%. These interest rate cuts ultimately led to the Bank's intended effect: to have lower, longer term interest rates in Canada. The Government of Canada (GOC) 10-Year bond yield fell one half of a one percentage point (0.50%, or 50 basis points) throughout the year, going from 1.8% in January to 1.3% by year's ends (see Chart 3, below).



Currently, to start 2016, interest rates appear to have stabilized as the GOC 10-year bond yield has now been in the 1.30% area for several months. Any rise in medium term interest rates appears modest, though with economic forecasts seeing the 10-year bond rate rising between 0.25% and 0.50% by the end of 2016.

Investment Income Analysis

During 2015, the City Funds Portfolio⁴ generated gross investment income of \$32.2 million on average daily balances of \$995 million. This translated into a gross investment yield of 3.23%.

Interest income comprised \$24.7 million, while \$7.5 million was attributable to realized capital gains. Both short and medium term interest rates have stabilized to start 2016, and private economic forecasts see rates rising towards the end of this year.

The City Funds' Portfolio gross return of 3.23% outperformed a composite passive index⁵ by 1.75 percentage points, which returned a 1.48% yield. The additional investment income provided incremental revenue of \$17.5 million (using average balances; actual gross investment income: \$32.2 million at 3.23% yield vs. passive index return: \$14.8 million at 1.48%).

Ontario Regulation 373/11 – Ministry Review

Council was advised at the February 24th, 2016 meeting that an update would be provided with the Annual Report on Investment, regarding changes to the Municipal Act as they pertain to eligible investments. The Ministry of Municipal Affairs and Housing is currently reviewing the Ontario Regulation governing eligible investments for municipalities, as part of a broader review of the Municipal Act. One of the mandates of the review is to furnish municipalities with new revenue tools. Investment is one area that is anticipated to be a new source of revenue.

The Ministry expects to bring forward enhancements to the investment mandate by the end of Q3/2016. City investment staff have contributed to the Ministry's analytical process for several years, and more recently, over the last 6 months. Numerous ways to enhance the municipal investment mandate, without assuming a significant increase in risk, have been discussed and are currently under consideration by the Ministry. (Appendix 2 contains specific recommendations that have been offered to the Ministry, as well as, a list of Market Value Returns for select indices. The increase in return will result from a broadening of eligible investments and a lengthening of the investment term, with a minimal increase in credit risk.)

Increased investment revenue, from an expanded investment mandate, is estimated to range between 0.5 percent and 1.0 percent per year. Using an average City Funds portfolio balance of \$850 million (which excludes the cash portion of the Portfolio), an expanded investment mandate (incorporating the recommendations in Appendix 2) could lead to additional investment revenue of between \$4.3 million and \$8.5 million per year with minimal additional risk.

⁴ This excludes the DCA Portfolio. The DCA Portfolio earned \$1,094,537 on average monthly cash & investment balances of \$67,261,763, yielding 1.63%.

⁵ The passive index return is calculated using the "average yield" for a constructed portfolio that is comparable to the City's existing Investment Policy. It is constructed using the following indices, and their 12 monthly yields (averaged for the year), and their respective (index weights): 91-Day GOC T-Bill yield: 0.52% (14%); DEX Index of Canadian Government Bond: 1.69% (43%); DEX Index of High Grade (AAA/AA) Corporate Bonds: 1.60% (43%). See Appendix 2 for Market Value Returns (MVR) on select indices.

The Council Resolution accompanying this Report (Appendix 3), titled, “A Council Resolution requesting that the Government of the Province of Ontario grant authority to the City of Mississauga to expand its investment mandate” requests that the Ministry grant the City of Mississauga the right to expand its investment mandate, consistent with the recommendations in Appendix 2. It is important to note that the City of Toronto has already received expanded investment privileges, earlier this year, through an amendment to the City of Toronto Act. The Council Resolution accompanying this Report is seeking a similar status already afforded to the City of Toronto.

Investment Management

The Investment Unit is responsible for day-to-day operating cash management, cash flow forecasting and monitoring, investment portfolio management, the coordination of the annual credit rating review and the timing and management of cash proceeds from both temporary borrowing and long term debenture issuance.

The Investment unit, comprised of two full-time staff, continues to demonstrate value to the City with costs of approximately 2 basis points (0.02%), which is well under fees charged by an externally managed public fund. As an example, management fees for the ONE Fund are 19 basis points (0.19%) for the money market fund, and 40 basis points (0.40%) for the bond fund (both which are significantly higher than the 0.02% incurred by the City).

Using a 40 basis point cost benchmark, calculated against month-end balances for the City Funds Portfolio (excluding cash), the difference between the City’s in-house investment management costs and the ONE Funds’ fees represents a net saving to the City of \$3.7 million for 2015. Moreover, these cost savings are supplemented by a return that is higher than that realized by the ONE Fund Bond Fund (1.94% 1-Year return vs. City Funds net return of 3.21%).

2016 Investment Outlook

Most forecasts see only a modest upward drift in medium term interest rates (for example, the GOC 10 year interest rate is not expected to exceed 2% before 2017), as inflation and GDP growth rates creep higher towards the end of 2016. The City Funds portfolio should begin to experience the benefit of rising interest rates toward the end of 2016.

The key drivers to investment earnings continue to be investment balances from Reserve Funds, and reinvestment rates, both which have stabilized. Therefore, the 2016 forecast return for the City Funds portfolio remains in the \$27 - \$30 million range, with an effective yield return of between 3% and 3.25%.

Financial Impact

The City earned \$31.9 million in net investment income during 2015, of which \$14.4 million was allocated to the 2015 Operating Budget, and \$17.5 million was allocated to Reserve Funds.

Conclusion

In compliance with Provincial Regulation 438/97, amended to 373/11, all investment transactions during 2015 were made in accordance with the existing Investment Policy.

General Committee	2016/04/27	7
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As at December 31, 2015, the City held \$924 million in various securities, and cash. The City Funds Portfolio earned (net) \$31.9 million translating into an investment yield of 3.21%. Proceeds were distributed between the Operating Budget (\$14.4 million) and Reserve Funds (\$17.5 million).

For 2016 and beyond, Investment is assuming a modestly increasing interest rate environment. Annual investment income is forecast to be in the \$27 to \$30 million range.

Attachments

Appendix 1: Investment Portfolio by Investment Type

Appendix 2: Proposed Changes to Ontario Regulation 438/97, amended to 373/11

Appendix 3: Council Resolution



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Mark Waugh, Manager, Treasury

CITY OF MISSISSAUGA		TOTAL INVESTMENT PORTFOLIO: BY INVESTMENT TYPE			DATE: December 31, 2015		Appendix 1	
ISSUER/GUARANTOR OF SECURITIES	POLICY LIMIT (%)	CONSOLIDATED AMOUNTS			CITY FUNDS		DCA RESERVE FUNDS	
		PAR VALUE (\$000)	BOOK (\$000)	CASH & SECURITIES (%)	PAR VALUE (\$000)	BOOK (\$000)	PAR VALUE (\$000)	BOOK (\$000)
<u>SCHEDULE I BANKS</u>								
BANK OF MONTREAL	20%	16,200	16,547	1.63	10,000	9,963	6,200	6,584
CIBC	20%	15,000	15,111	1.51	15,000	15,111		
ROYAL BANK	20%	64,000	64,969	6.43	52,000	52,854	12,000	12,115
TORONTO DOMINION BANK	20%	10,000	10,355	1.01	10,000	10,355		
BANK OF NOVA SCOTIA	20%	35,000	35,512	3.52	30,000	30,497	5,000	5,015
	70%	140,200	142,494	14.09	117,000	118,780	23,200	23,713
<u>SCHEDULE II BANKS</u>								
HSBC BANK CANADA	10%	4,000	4,043	0.40			4,000	4,043
NON-SCHEDULE I INSTITUTIONS	40%	4,000	4,043	0.40	-	-	4,000	4,043
TOTAL FINANCIAL INSTITUTIONS	70%	144,200	146,537	14.49	117,000	118,780	27,200	27,757
GOVT OF CANADA	NONE							
PROV OF ONTARIO	NONE	526,550	416,847	52.92	526,550	416,847		
<u>OTHER PROVINCES</u>								
MANITOBA	20%	13,700	18,174	1.38	13,700	18,174	5,000	7,197
NOVA SCOTIA	20%	20,000	28,812	2.01	15,000	21,615		
NEW BRUNSWICK	20%	39,079	40,660	3.93	39,079	40,660		
SASKATCHEWAN	20%	1,000	1,043	0.10	1,000	1,043		
NEWFOUNDLAND	20%	67,000	84,436	6.73	67,000	84,436		
PEI	20%							
TOTAL OTHER PROVINCES	NONE	140,779	173,124	14.15	135,779	165,928	5,000	7,197
TOTAL CANADA & PROV GOVTS	30% min	667,329	589,972	67.07	662,329	582,775	5,000	7,197
<u>MUNICIPALITIES</u>								
PEEL REGION	10%	16,800	16,905	1.69	16,800	16,905	3,684	3,681
HALTON REGION	10%	3,500	3,496	0.35	3,500	3,496		
TORONTO	10%	25,395	25,584	2.55	25,395	25,584		
OTHER ONTARIO MUNICIPALITIES	10%	36,611	37,850	3.68	32,927	34,168		
NON ONT MUNICIPALITIES	5%	5,382	5,659	0.54	5,382	5,659		
B.C. MUNICIPAL FINANCE	5%	17,500	19,164	1.76	17,500	19,164		
TOTAL MUNICIPALITIES	20%	105,188	108,657	10.57	101,504	104,976	3,684	3,681
<u>ASSET-BACKED SECURITIES</u>								
MASTER CREDIT CARD TRUST	5%	10,000	10,300	1.01			10,000	10,300
GLACIER TRUST	5%	7,000	7,062	0.70			7,000	7,062
CARDS TRUST	5%	11,000	11,002	1.11	11,000	11,002		
GENESIS II TRUST	5%	10,000	10,339	1.01	10,000	10,339		
TOTAL ASSET-BACKED	20%	38,000	38,703	3.82	21,000	21,341	17,000	17,362
TOTAL INVESTMENTS		954,717	883,868	95.96	901,833	827,872	52,884	55,996
CASH BALANCE		40,195	40,195	4.04	32,230	32,230	7,965	7,965
TOTAL PORTFOLIO		994,912	924,063	100.00	934,063	860,102	60,849	63,961

- 1) Allow the investment in BB- rated securities.
 - Current regulated lower limit: AA-
- 2) Allow investment in non-financial corporate bonds, with a term of up to 10 years.
 - Current regulation is 5 years
- 3) Allow investment in publicly-traded shares (equity) of a Canadian Corporation, or the units or shares of a publicly-traded exchange-traded fund (or, ETF), with the following restrictions:
 - Restrict investment to shares of corporations listed one of the top 60 corporations, by market capitalization, on the Toronto Stock Exchange, and
 - Restrict investment to those corporations whose long term debt is listed as BB- or higher, and
 - Restrict overall investment in equities to a maximum of 15% of the investment portfolio¹, and
 - Restrict investment in any single counterparty to a maximum of 5% of the portfolio value, when combining both the equity and debt holdings, and
 - Restrict investment in equities to a maximum of 3 times a respective month end cash balance.

INDICATIVE MARKET VALUE RETURNS (MVR)²:

INDICATIVE MARKET VALUE RETURNS (MVR): to December 31, 2015	Average Yield (%)	MVR 1Year	MVR 3 Year	MVR 5 Year	Sector Weight
DOMESTIC BOND INDICES					
Federal (formerly Canada)	1.15	3.66	2.96	3.85	36.31
Canada (Non-Agency)	1.08	3.65	2.85	3.99	24.67
Agency	1.29	3.63	3.22	3.57	11.25
Provincial	2.34	4.14	4.36	5.87	33.64
Municipal	2.39	3.18	4.47	5.65	1.85
Government	1.74	3.84	3.61	4.70	71.81
Corporate AAA/AA	1.71	3.02	3.00	3.83	7.80
Corporate A	2.87	2.62	3.78	5.63	10.45
Corporate BBB	3.28	2.51	4.21	5.79	9.95
Communication	3.15	2.53	4.06	5.38	2.82
Energy	3.57	1.18	3.23	5.49	4.38
Financial	2.03	2.87	3.33	4.39	12.44
Industrial	3.19	3.68	4.88	5.95	1.96
Infrastructure	3.38	2.95	4.38	6.73	4.23
Real Estate	2.72	4.03	4.80	5.70	1.60
Securitization	1.65	2.67	2.64	3.29	0.77
Corporate	2.69	2.71	3.68	5.08	28.19
Overall	2.01	3.52	3.63	4.80	100.00
MONEY MARKET INDICES					
91Day Treasury Bill	0.52	0.63	0.85	0.91	
365 Day Treasury Bill	0.51	1.04	1.08	1.24	
90 Day Corporate Paper	0.69	1.08	1.17	1.18	
CANADIAN EQUITY MARKET					
S&P/TSX	3.32	-8.32	4.62	2.30	

¹ Excluding Enersource.

² MVR's listed are not directly comparable to City portfolio returns. City portfolio returns only include realized earnings against book values. Market value returns include both realized and unrealized returns against market values.

Appendix 3A Council Resolution requesting that the Government of the Province of Ontario grant authority to the City of Mississauga to expand its investment mandate:

WHEREAS, the Government of the Province of Ontario has initiated a review of the Municipal Act, and supporting Regulations, the partial intention of which is to provide municipalities with additional, non-tax based revenue tools, and

WHEREAS, the City of Mississauga wishes to avoid increasing the tax burden on Mississauga, and Ontario, residents, and

WHEREAS, the City of Mississauga's investment activities are regulated through Ontario Regulation 438/97 (Eligible Investments and Related Financial Agreements), amended to 373/11, of the Municipal Act, 2001 which limits the City's investing to a selection of eligible securities, and

WHEREAS, the City of Mississauga is a AAA-rated municipality with a long track record of prudent investment management and a robust Corporate Policy on Investment and Investment Operating Procedures Manual (known elsewhere, as a Statement of Investment Policy and Procedures, or SIPP), and

WHEREAS the City believes that a prescribed broadening of its list of eligible investments will provide higher revenue and greater diversification within its investment portfolio, with a modest increase in risk, and

WHEREAS the City of Toronto has already been granted, by the Ministry (through an amendment to the City of Toronto Act), the right to expand its eligible investments;

NOW, THEREFORE BE IT RESOLVED:

THAT the Council of the City of Mississauga respectfully requests that the Ministry of Municipal Affairs and Housing and the Government of the Province of Ontario grant the City of Mississauga the right to expand its list of eligible of investments, in a manner that is consistent with the suggested amendments to the Ontario Regulation 373/11, as outlined in Appendix 2 of the 2015 Annual Report on Investment.

City of Mississauga

Corporate Report



Date: 2016/04/20

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2016/05/18

Subject

Transactions with Post Secondary Institutions

Recommendation

That the report of the Commissioner of Corporate Services and Chief Financial Officer dated April 20, 2016 titled "Transactions with Post-Secondary Institutions", be received for information.

Background

At the December 2, 2015 Budget Committee meeting direction was given for staff to prepare a report outlining contributions that the City has provided to educational institutions located in Mississauga as well as the Payment-in-Lieu of Taxes (PILTs) paid by these institutions.

Comments

University of Toronto Mississauga (UTM)

In 1999, the City contributed \$3.5 million to UTM in support of the development of the Communication, Culture and Information Technology (CCIT) facility. The contribution represented one sixth of the cost of the project and was paid over a five year period beginning in 2001.

In 2013, Council approved a UTM special levy in the amount of \$1 million be included in the City's budget for ten years to help fund the construction of a new Innovation Complex which will house the Institute of Management and Innovation.

Sheridan College: Hazel McCallion Campus (Sheridan HMC)

In 2009, the City purchased 8.55 acres of land for \$14.9 million. A Master Plan was prepared for the subject lands and assigned future development as follows:

Parcel Blocks	Acreage	Value (million)
Sheridan HMC Phase I Building Site	1.13 ac	\$ 1.970
Sheridan HMC Phase II Building Site	1.84 ac	\$ 3.208
Scholars' Green Phase I – Park Block	1.29 ac	\$ 2.249
Scholars' Green Phase II – Future Park Block	1.37 ac	\$ 2.388
South Block Parcel – Existing Parking Lot / Future Development Block	1.66 ac	\$ 2.894
North Block Parcel – Existing Parking Lot / Future Development Block	0.67 ac	\$ 1.168
Public Road – Square One Drive	0.59 ac	\$ 1.028
	8.55 ac	\$14.905

Attached as Appendix 1 is an extract of the Council received Sheridan College Master Plan and accompanying Reference Plan showing the various parcel blocks.

1.2 hectares (2.97 acres) of land with a value of \$5.2 million is being used for the Phase I and II building sites. The land has been provided to Sheridan under a 99 year Ground Lease Agreement for \$2 per year. 1.08 hectares ((2.66 acres) valued at \$4.6 million is being used for two phases of Scholars' Green Park blocks. Additionally, 0.94 hectares (2.33 acres) is designated for future development, however in the interim, both parcel blocks together with the Scholars' Green Phase II future park block are being used as municipal parking lots.

For Sheridan HMC Phase I, the City and Sheridan cost shared (50/50) the costs related to the design and construction of Scholars' Green Park, construction of Square One Drive, grading, streetscape works and annual park maintenance costs.

Much of the costs for Sheridan HMC Phase II will be incurred solely by Sheridan including such costs as storm sewer works, water and sanitary works, utilities works and hydro-electrical works, municipal streetscape works, furniture and amenity area works. There are two cost sharing items for Phase II; park and adjacent boulevard design, development and construction costs, and annual park maintenance costs.

PILTs

In accordance with section 323 of the *Municipal Act, 2001*, S.O. 2001, c.25, universities and colleges are levied an annual tax based on a prescribed rate for each full-time student enrolled in the university or college as determined by the Province each year. The prescribed rate is \$75 per student. The PILT is shared between the City and Region of Peel. In 2015, UTM and Sheridan paid \$954,075 and \$162,675 in PILTs respectively. The City's portion of the PILTs was \$401,580 and \$68,472, respectively. A summary of PILTs paid by UTM and Sheridan since 2001 is attached as Appendix 2.

Financial Impact

This is an information report only.

Conclusion

The City has from time to time made contributions to both UTM and Sheridan as well as cost shared some infrastructure projects. UTM has been provided funding to support the development of the Communication, Culture and Information Technology (CCIT) facility and a special levy in the amount of \$1 million annually was approved in 2013 to be included in the City's budget for ten years.

The City purchased 8.55 acres of land for \$14.9 million and a concurrent Master Plan of the subject lands was received by Council. As a result, Sheridan College Hazel McCallion Campus currently consists of two campus buildings, two park blocks and two future development blocks. The two campus building sites have been provided to Sheridan College under a 99 year Ground Lease Agreement. In the interim, municipal surface parking lots are located on the east side of Living Arts Drive, both north and south of Square One Drive. Cost sharing arrangements were noted in both the Phase I Ground Lease Agreement and the Phase II Ground Lease Agreement.

An annual PILT is levied to UTM and Sheridan College based on student enrolment. The PILT is calculated at a prescribed rate of \$75 per student. In 2015, the City received \$401,580 and \$68,472 in PILT payments from UTM and Sheridan respectively.

Attachments

Appendix 1: Extract of the Council received Sheridan College Master Plan and accompanying Reference Plan

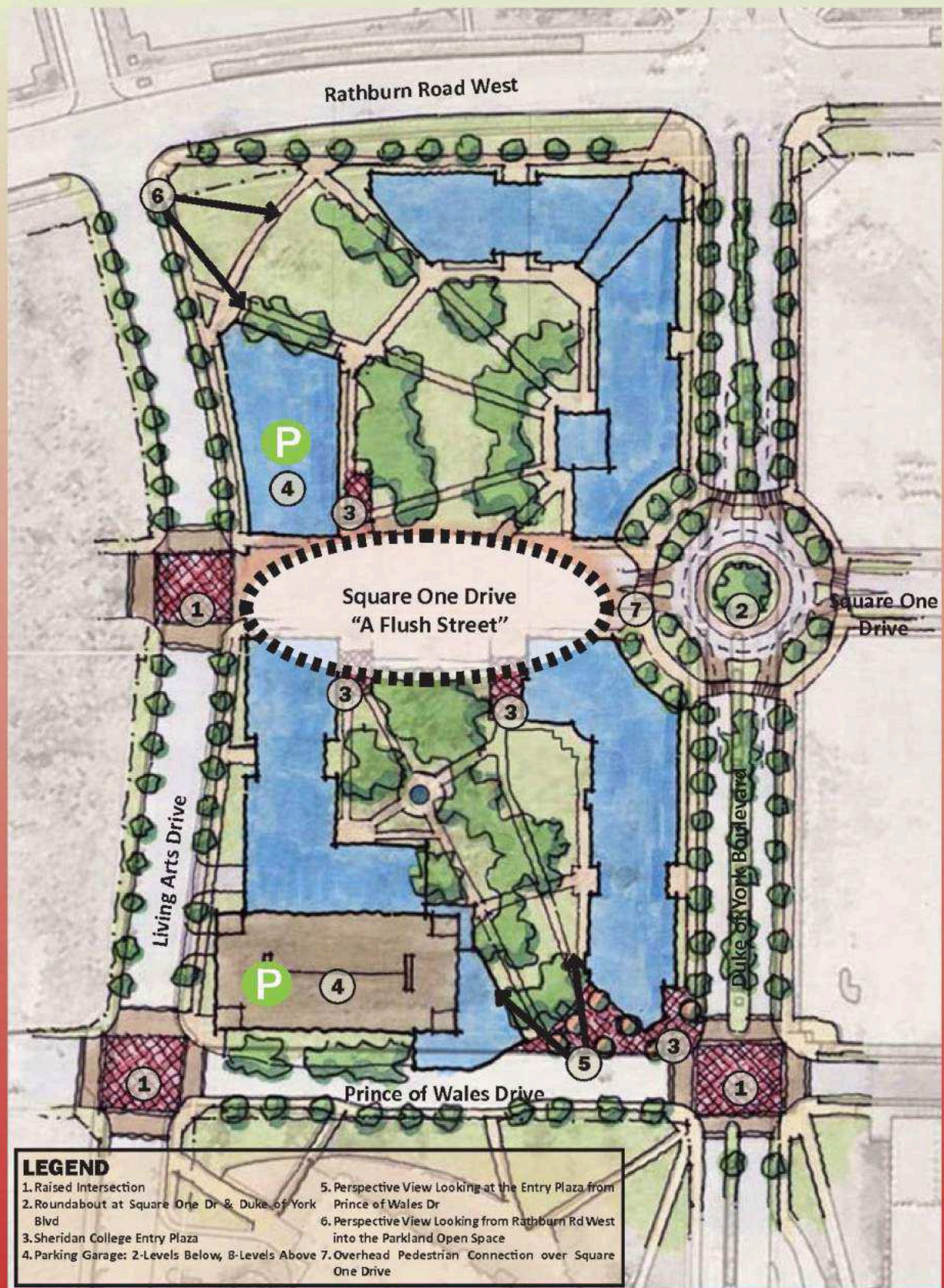
Appendix 2: History of Payment in Lieu of Taxes – Educational Institutions



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Connie Mesih, Director, Revenue & Materiel Management

Overall Master Plan





HISTORY OF PAYMENT IN LIEU OF TAXES

Educational Institutions

Appendix 2

University of Toronto Mississauga				Sheridan College		
Year	City Share	Region Share	Total PILT	City Share	City Share	Total PILT
2001	120,205	213,620	333,825	-	-	-
2002	120,124	213,476	333,600	-	-	-
2003	140,162	249,088	389,250	-	-	-
2004	201,358	357,842	559,200	-	-	-
2005	218,738	377,662	596,400	-	-	-
2006	237,837	400,563	638,400	-	-	-
2007	257,288	430,387	687,675	-	-	-
2008	263,351	436,999	700,350	-	-	-
2009	271,474	454,751	726,225	-	-	-
2010	285,032	476,509	761,541	-	-	-
2011	299,184	485,616	784,800	-	-	-
2012	318,019	488,831	806,850	28,349	43,576	71,925
2013	337,679	493,246	830,925	53,552	78,223	131,775
2014	384,245	538,255	922,500	67,977	95,223	163,200
2015	401,580	552,495	954,075	68,472	94,203	162,675
Total	\$ 3,856,278	\$ 6,169,338	\$10,025,616	\$ 218,350	\$ 311,225	\$ 529,575

City of Mississauga

Corporate Report



Date: 2016/04/14

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2016/05/18

Subject

2016 Tax Ratios, Rates and Due Dates

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated April 14, 2016 titled 2016 Tax Ratios, Rates and Due Dates be received.
2. That the 2016 net operating levy be approved at \$435,331,137.
3. That the City of Mississauga's 2016 tax ratios remain unchanged and be set as follows:

Residential	1.000000
Commercial	1.409816
Industrial	1.570762
Multi-residential	1.778781
Pipeline	1.151172
Farmland	0.250000
Managed Forest	0.250000
4. That the City of Mississauga's 2016 tax rates be established as outlined in Appendix 1 to the report dated April 14, 2016 from the Commissioner of Corporate Services and Chief Financial Officer.
5. That the 2016 residential tax due dates be set for July 7, August 4 and September 1, 2016.
6. That the 2016 non-residential tax due date be set for August 4, 2016.
7. That the 2016 due dates for properties enrolled in one of the City's Pre-authorized Tax Payment Plans be set based on their chosen withdrawal date.
8. That the 2016 budgets of the Clarkson, Port Credit, Streetsville, and Malton Business Improvement Areas as set out in Appendix 2 requiring tax levies of \$73,000, \$792,266,

\$293,424 and \$114,002 respectively, be approved as submitted, and that the necessary budget adjustments be made.

9. That the rates to levy the 2016 taxes for the Clarkson, Port Credit, Streetsville, and Malton Business Improvement Areas be established as set out in Appendix 3 to the report dated April 14, 2016 from the Commissioner of Corporate Services and Chief Financial Officer.

10. And that the necessary by-laws be enacted.

Report Highlights

- 2016 taxes on the average single family detached residential dwelling will increase by \$52.74 due to assessment phase-in or \$177.13, including tax increases.
- Tax due dates consistent with the previous year in number and timing are being proposed.
- Approval is being sought for the City's 2016 net levy, tax ratios, tax rates, tax due dates and budgets submitted by the Clarkson, Port Credit, Streetsville, and Malton Business Improvement Areas.

Background

City Council approved the 2016 budget which provided for a 4.9% average tax increase on the City's portion of the tax bill which equates to an average 1.6% increase on the total residential tax bill.

The Region of Peel Council approved its 2016 budget which provided for a 2.2% average tax increase in Mississauga which equates to an average 1.0% increase on the total residential tax bill.

The Province of Ontario has set the 2016 education tax rates by regulation. There is one Province-wide rate for residential taxpayers. While the Province has reduced the residential education rate to offset the increase in 2016 phased-in assessment, the impact can be felt differently across the Province depending on whether the 2016 phased-in assessment increases are above or below the 2016 provincial average phased-in assessment change.

The Clarkson, Port Credit, Streetsville, and Malton Business Improvement Areas (BIA) have submitted their 2016 budget requests. In accordance with section 205 of the *Municipal Act*, S.O. 2001, c. 25, Council must approve the BIA budgets annually. Section 208 of the *Municipal Act*, S.O. 2001, c. 25, requires a special charge to be levied upon the BIA members to provide the revenues as identified in each of the BIA budgets.

This report outlines the decisions necessary by Council to establish tax ratios and rates for 2016 and authorize the final tax levy.

Comments

Assessment Phase-In

All properties in Ontario were reassessed by the Municipal Property Assessment Corporation (MPAC) based upon property values on January 1, 2012 for the four year period 2013 to 2016. Any resulting assessment increase from the previous valuation date of January 1, 2008 is phased in over the four year period at one-quarter of the increase added in each of the four years. All assessment decreases took effect for the 2013 taxation year.

Tax Ratios and Rates

Section 310 of the *Municipal Act, S.O. 2001, c. 25*, requires Council to establish tax ratios for property classes annually. The existing tax ratios have been in place since 2006. There is no reason to change the tax ratios for 2016. Attached as Appendix 1 are the tax rates based upon the existing tax ratios. Education tax rates are set by the Province through regulation and are included in Appendix 1 for information purposes.

Levy Due Dates

It is proposed that the 2016 final levy for residential properties with regular instalment due dates be payable in three instalments on July 7, August 4 and September 1, 2016 and that the 2016 final levy for commercial, industrial, and multi-residential properties on the regular instalment plan be payable in a single instalment on August 4, 2016.

The final levy due dates recommended are consistent in time and number of instalments with the previous year. The 2016 final levy for properties enrolled in the City's Pre-authorized Tax Payment Plan will be payable based on their chosen withdrawal date. The Pre-authorized Tax Payment Plan is available to all taxpayers.

BIA Budgets and Levies

The Clarkson, Port Credit, Streetsville, and Malton BIAs' 2016 budget submissions are summarized in Appendix 2.

Staff has reviewed the submissions to ensure that adequate provisions have been made for audit fees. While the BIAs have provisions for audit fees based on past charges, it should be noted that audit fees could exceed this amount.

KPMG has noted in their Audit Findings Report that the BIA audits are requiring more time due to deficiencies in their financial reporting. In keeping with past practice, other elements of the

budgets have not been reviewed in detail. BIA tax rates have been calculated as indicated in Appendix 3 using the Current Value Assessment provided by MPAC for the 2016 taxation year for the properties within each of the BIA boundaries to raise the required revenues.

Financial Impact

The tax levy changes affecting the average single family home are as follows:

2015 taxes on \$535,000 assessment	\$4,754.20
Phased-In Assessment change – Municipal	\$40.05
Phased-In Assessment change – Education	\$12.69
City tax increase	\$77.61
Region tax increase	\$46.78
2016 taxes on \$564,000 assessment	<u>\$4,931.33</u>

Conclusion

The 2016 tax rates have been calculated as shown in Appendix 1. It is proposed that the existing tax ratios for the property classes remain unchanged. Final levy due dates are consistent with the previous year.

The 2016 budgets submitted by the Clarkson, Port Credit, Streetsville, and Malton BIAs provide sufficient funds for audit fees. 2016 BIA tax rates have been calculated as shown in Appendix 3 to raise the required revenue for the purposes of the BIA Boards of Management specified in Appendix 2.

Attachments

Appendix 1: Appendix 1: 2016 Final Tax Rates and Levy

Appendix 2: Appendix 2: 2016 Business Improvement Areas Budget Submissions

Appendix 3: Appendix 3: 2016 Business Improvement Areas Tax Rates



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Cathy McDonald, Manager, Revenue and Taxation

**The Corporation of the City of Mississauga
2016 Final Tax Rates and Levy**

Class	Description	City Tax Rate (%)	Region Tax Rate (%)	Education Tax Rate (%)	Total Tax Rate (%)	City of Mississauga Levy	Region of Peel Levy	Education Levy	Total Levy
RT	Residential	0.293370%	0.392978%	0.188000%	0.874348%	281,089,099	376,528,003	180,130,147	837,747,249
RH	Residential Shared (PIL for Ed)	0.293370%	0.392978%	0.188000%	0.874348%	9,100	12,190	5,832	27,122
R1	Res Farm Awaiting Development I	0.088011%	0.117894%	0.056400%	0.262304%	35,041	46,938	22,455	104,434
R4	Res Farm Awaiting Development II	0.293370%	0.392978%	0.188000%	0.874348%	0	0	0	0
RD	Residential - Education Only	0.000000%	0.000000%	0.188000%	0.188000%	0	0	13,735	13,735
MT	Multi-Residential	0.521841%	0.699023%	0.188000%	1.408863%	20,992,946	28,120,736	7,562,986	56,676,668
M1	MR Farm Awaiting Development I	0.088011%	0.117894%	0.056400%	0.262304%	27,585	36,951	17,677	82,213
M4	MR Farm Awaiting Development II	0.521841%	0.699023%	0.188000%	1.408863%	0	0	0	0
CT	Commercial	0.413597%	0.554027%	1.057399%	2.025024%	60,932,058	81,620,477	155,778,264	298,330,799
CH	Commercial Shared (PIL for Ed)	0.413597%	0.554027%	1.057399%	2.025024%	69,304	92,836	177,183	339,323
CM	Commercial Taxable (No Ed)	0.413597%	0.554027%	0.000000%	0.967625%	149,544	200,320	0	349,864
CK	Commercial Excess Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	3,130	4,192	8,001	15,323
C1	Commercial Farm Awaiting Development I	0.088011%	0.117894%	0.056400%	0.262304%	112,711	150,980	72,229	335,920
C4	Commercial Farm Awaiting Development II	0.413597%	0.554027%	1.057399%	2.025024%	0	0	0	0
CU	Commercial Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	544,417	729,264	1,391,851	2,665,532
CJ	Commercial Vacant Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	2,105	2,819	5,381	10,305
CX	Commercial Vacant Land	0.289518%	0.387819%	0.740179%	1.417517%	937,590	1,255,933	2,397,034	4,590,557
XC	Commercial New Construction - Lower Tier and Education Only	0.413597%	0.000000%	1.057399%	1.470996%	0	0	0	0
XD	Commercial New Construction - Education Only	0.000000%	0.000000%	1.057399%	1.057399%	0	0	0	0
XH	Commercial New Construction Shared (PIL for Ed)	0.413597%	0.554027%	1.057399%	2.025024%	0	0	0	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	0	0	0	0
XK	Commercial New Construction Excess Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	0	0	0	0
XL	Commercial New Construction - Upper Tier and Education Only	0.000000%	0.554027%	1.057399%	1.611426%	0	0	0	0
XT	Commercial New Construction	0.413597%	0.554027%	1.057399%	2.025024%	4,283,277	5,737,589	10,950,581	20,971,447
XU	Commercial New Construction Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	115,509	154,728	295,310	565,547
XX	Commercial New Construction Vacant Land	0.289518%	0.387819%	0.740179%	1.417517%	0	0	0	0
DT	Office Building	0.413597%	0.554027%	1.057399%	2.025024%	14,512,638	19,440,152	37,102,860	71,055,650
DH	Office Building Shared (PIL for Ed)	0.413597%	0.554027%	1.057399%	2.025024%	72,818	97,542	186,166	356,526
DU	Office Building Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	80,384	107,676	205,508	393,568
DK	Office Building Excess Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	8,987	12,038	22,975	44,000
YC	Office Building New Construction - Lower Tier and Education Only	0.413597%	0.000000%	1.057399%	1.470996%	0	0	0	0
YD	Office Building New Construction - Education Only	0.000000%	0.000000%	1.057399%	1.057399%	0	0	0	0
YH	Office Building New Construction Shared (PIL for Ed)	0.413597%	0.554027%	1.057399%	2.025024%	0	0	0	0
YK	Office Building New Construction Excess Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	0	0	0	0
YL	Office Building New Construction - Upper Tier and Education Only	0.000000%	0.554027%	1.057399%	1.611426%	0	0	0	0
YT	Office Building New Construction	0.413597%	0.554027%	1.057399%	2.025024%	2,667,887	3,573,722	6,820,693	13,062,302
YU	Office Building New Construction Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	9,185	12,303	23,482	44,970
ST	Shopping Centre	0.413597%	0.554027%	1.057399%	2.025024%	23,317,540	31,234,604	59,613,379	114,165,523
SU	Shopping Centre Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	55,692	74,602	142,383	272,677
ZC	Shopping Centre New Construction - Lower Tier and Education Only	0.413597%	0.000000%	1.057399%	1.470996%	0	0	0	0
ZD	Shopping Centre New Construction - Education Only	0.000000%	0.000000%	1.057399%	1.057399%	0	0	0	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)	0.413597%	0.554027%	1.057399%	2.025024%	0	0	0	0

**The Corporation of the City of Mississauga
2016 Final Tax Rates and Levy**

Class	Description	City Tax Rate (%)	Region Tax Rate (%)	Education Tax Rate (%)	Total Tax Rate (%)	City of Mississauga Levy	Region of Peel Levy	Education Levy	Total Levy
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)	0.289518%	0.387819%	0.740179%	1.417517%	0	0	0	0
ZL	Shopping Centre New Construction - Upper Tier and Education Only	0.000000%	0.554027%	1.057399%	1.611426%	0	0	0	0
ZT	Shopping Centre New Construction	0.413597%	0.554027%	1.057399%	2.025024%	1,045,923	1,401,048	2,673,997	5,120,968
ZU	Shopping Centre New Construction Excess Land	0.289518%	0.387819%	0.740179%	1.417517%	31,978	42,835	81,754	156,567
GT	Parking Lot	0.413597%	0.554027%	1.057399%	2.025024%	156,885	210,153	401,090	768,128
IT	Industrial	0.460814%	0.617276%	1.292875%	2.370965%	16,217,766	21,724,227	45,501,085	83,443,078
IH	Industrial Shared (PIL for Ed)	0.460814%	0.617276%	1.292875%	2.370965%	238,915	320,035	670,308	1,229,258
I1	Industrial Farm Awaiting Development I	0.088011%	0.117894%	0.056400%	0.262304%	67,460	90,365	43,231	201,056
I4	Industrial Farm Awaiting Development II	0.460814%	0.617276%	1.292875%	2.370965%	0	0	0	0
IU	Industrial Excess Land	0.322570%	0.432093%	0.905013%	1.659675%	122,908	164,639	344,833	632,380
IX	Industrial Vacant Land	0.322570%	0.432093%	0.905013%	1.659675%	1,344,938	1,801,588	3,773,400	6,919,926
II	Industrial - Water Intake System	0.460814%	0.617276%	1.292875%	2.370965%	0	0	0	0
IJ	Industrial Vacant Land (PIL for Ed)	0.322570%	0.432093%	0.905013%	1.659675%	17,083	22,884	47,929	87,896
IK	Industrial Excess Land (PIL for Ed)	0.322570%	0.432093%	0.905013%	1.659675%	171,113	229,211	480,079	880,403
JH	Industrial New Construction Shared (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
JK	Industrial New Construction Excess Land (PIL for Ed)	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
JS	Industrial New Construction - Generating Station (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
JT	Industrial New Construction	0.460814%	0.617276%	1.180000%	2.258090%	166,508	223,043	426,375	815,926
JU	Industrial New Construction Excess Land	0.322570%	0.432093%	0.826000%	1.580662%	298	399	763	1,460
JX	Industrial New Construction Vacant Land	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
LT	Large Industrial	0.460814%	0.617276%	1.292875%	2.370965%	4,934,788	6,610,309	13,845,198	25,390,295
LH	Large Industrial Shared (PIL for Ed)	0.460814%	0.617276%	1.292875%	2.370965%	0	0	0	0
LJ	Large Industrial Vacant Land (PIL for Ed)	0.322570%	0.432093%	0.905013%	1.659675%	0	0	0	0
LK	Large Industrial Excess Land (PIL for Ed)	0.322570%	0.432093%	0.905013%	1.659675%	0	0	0	0
LU	Large Industrial Excess Land	0.322570%	0.432093%	0.905013%	1.659675%	212,793	285,043	597,018	1,094,854
KH	Large Industrial New Construction Shared (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)	0.460814%	0.617276%	1.180000%	2.258090%	0	0	0	0
KT	Large Industrial New Construction	0.460814%	0.617276%	1.180000%	2.258090%	90,292	120,949	231,209	442,450
KU	Large Industrial New Construction Excess Land	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
KX	Large Industrial New Construction Vacant Land	0.322570%	0.432093%	0.826000%	1.580662%	0	0	0	0
PT	Pipeline	0.337719%	0.452386%	1.320774%	2.110879%	479,446	642,234	1,875,050	2,996,730
FT	Farm	0.073342%	0.098245%	0.047000%	0.218587%	3,083	4,130	1,976	9,189
TT	Managed Forests	0.073342%	0.098245%	0.047000%	0.218587%	414	555	265	1,234
						435,331,137	583,140,242	533,941,672	1,552,413,051

Business Improvement Associations Budget Submissions

2016 Budget					
	Clarkson	Port Credit	Streetsville	Malton	Total
Revenues:					
Taxation	73,000	792,266	293,424	114,002	1,272,692
Membership Fees	5,000	3,025	4,500		12,525
Interest Income					0
Sponsorship		30,500	54,000	90,000	174,500
Donation			39,000		39,000
Marketing Income		49,000	3,000		52,000
Miscellaneous Income		92,200	5,300	40,000	137,500
Transfer from Reserves	26,850	14,000		75,000	115,850
Total Revenues	104,850	980,991	399,224	319,002	1,804,067
Expenses:					
Deficit Adjustment (Prior Yr)		20,000			20,000
Tax Write-offs/Adjustments					0
Salaries	18,000	195,500	86,012	30,000	329,512
Office Administration	4,670	46,250	44,327	16,400	111,647
Finance Expenses	130	400	3,200	150	3,880
Audit	1,500	3,500	1,400	1,500	7,900
Bookkeeping Services	2,000	9,500		2,750	14,250
Contracted Services			1,000	0	1,000
Board Meeting Expenses					0
Beautification and Maintenance	48,250	223,500	111,935	12,200	395,885
Marketing and Promotions	10,300	132,800	29,000	23,000	195,100
Project/Event Expenses	20,000	238,000	109,850	123,500	491,350
Sponsorship		66,000		14,000	80,000
Capital		8,600		75,000	83,600
Business Development					0
Transfer to Reserves			7,500	15,000	22,500
Underlevies		36,941	5,000	5,502	47,443
Total Expenses	104,850	980,991	399,224	319,002	1,804,067
2015 Budget					
	Clarkson	Port Credit	Streetsville	Malton	Total
Revenues:					
Taxation	73,015	752,299	287,953	112,500	1,225,767
Membership Fees	600	5,000	4,200		9,800
Sponsorship	11,250	28,920			40,170
Donation			105,500		105,500
Marketing Income		54,687	7,700		62,387
Miscellaneous Income		91,353			91,353
Transfer from Reserves	46,180	15,000		26,500	87,680
Total Revenues	131,045	947,259	405,353	139,000	1,622,657
Expenses:					
Salaries		171,500	90,215		261,715
Office Administration	2,540	49,100	46,303	54,000	151,943
Finance Expenses	130	400	3,200		3,730
Audit	1,200	3,120	1,250		5,570
Bookkeeping Services	2,000	10,200			12,200
Contracted Services			1,000		1,000
Beautification and Maintenance	90,000	167,500	106,385	40,000	403,885
Marketing and Promotions	8,575	130,930	25,500	20,000	185,005
Project/Event Expenses	26,500	190,760	121,500		338,760
Sponsorship	100	77,500		10,000	87,600
Capital		59,704			59,704
Transfer to Reserves		25,000	7,000	5,000	37,000
Underlevies		61,545	3,000	10,000	74,545
Total Expenses	131,045	947,259	405,353	139,000	1,622,657

**Clarkson Business Improvement Area
2016 Final Tax Rates and Levy**

6.16

Appendix 3

	Description	Returned Assessment for 2016	Tax Rate	Tax \$
CT	Commercial	70,369,380	0.090811%	63,903
CH	Commercial Shared (PIL for Ed)		0.090811%	0
CM	Commercial Taxable (No Ed)		0.090811%	0
CK	Commercial Excess Land (PIL for Ed)		0.063568%	0
C4	Commercial Farm Awaiting Development II		0.090811%	0
CU	Commercial Excess Land	429,000	0.063568%	273
CJ	Commercial Vacant Land (PIL for Ed)		0.063568%	0
CX	Commercial Vacant Land		0.063568%	0
XC	Commercial New Construction - Lower Tier and Education Only		0.090811%	0
XH	Commercial New Construction Shared (PIL for Ed)		0.090811%	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)		0.063568%	0
XK	Commercial New Construction Excess Land (PIL for Ed)		0.063568%	0
XT	Commercial New Construction		0.090811%	0
XU	Commercial New Construction Excess Land		0.063568%	0
XX	Commercial New Construction Vacant Land		0.063568%	0
DT	Office Building		0.090811%	0
DH	Office Building Shared (PIL for Ed)		0.090811%	0
DU	Office Building Excess Land		0.063568%	0
DK	Office Building Excess Land (PIL for Ed)		0.063568%	0
YC	Office Building New Construction - Lower Tier and Education Only		0.090811%	0
YH	Office Building New Construction Shared (PIL for Ed)		0.090811%	0
YK	Office Building New Construction Excess Land (PIL for Ed)		0.063568%	0
YT	Office Building New Construction		0.090811%	0
YU	Office Building New Construction Excess Land		0.063568%	0
ST	Shopping Centre	9,716,620	0.090811%	8,824
SU	Shopping Centre Excess Land		0.063568%	0
ZC	Shopping Centre New Construction - Lower Tier and Education Only		0.090811%	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)		0.090811%	0
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)		0.063568%	0
ZT	Shopping Centre New Construction		0.090811%	0
ZU	Shopping Centre New Construction Excess Land		0.063568%	0
GT	Parking Lot		0.090811%	0
IT	Industrial		0.090811%	0
IH	Industrial Shared (PIL for Ed)		0.090811%	0
I4	Industrial Farm Awaiting Development II		0.090811%	0
IU	Industrial Excess Land		0.063568%	0
IX	Industrial Vacant Land		0.063568%	0
II	Industrial - Water Intake System (PIL for Ed)		0.090811%	0
IJ	Industrial Vacant Land (PIL for Ed)		0.063568%	0
IK	Industrial Excess Land (PIL for Ed)		0.063568%	0
JH	Industrial New Construction Shared (PIL for Ed)		0.090811%	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)		0.090811%	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)		0.063568%	0
JK	Industrial New Construction Excess Land (PIL for Ed)		0.063568%	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)		0.090811%	0
JS	Industrial New Construction - Generating Station (PIL for Ed)		0.090811%	0
JT	Industrial New Construction		0.090811%	0
JU	Industrial New Construction Excess Land		0.063568%	0
JX	Industrial New Construction Vacant Land		0.063568%	0
LT	Large Industrial		0.090811%	0
LH	Large Industrial Shared (PIL for Ed)		0.090811%	0
LJ	Large Industrial Vacant Land (PIL for Ed)		0.063568%	0
LK	Large Industrial Excess Land (PIL for Ed)		0.063568%	0
LU	Large Industrial Excess Land		0.063568%	0
KH	Large Industrial New Construction Shared (PIL for Ed)		0.090811%	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)		0.090811%	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)		0.063568%	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)		0.090811%	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)		0.090811%	0
KT	Large Industrial New Construction		0.090811%	0
KU	Large Industrial New Construction Excess Land		0.063568%	0
KX	Large Industrial New Construction Vacant Land		0.063568%	0
	Total Returned Assessment	80,515,000		73,000

**Port Credit Business Improvement Area
2016 Final Tax Rates and Levy**

6.16

Appendix 3

	Description	Returned Assessment for 2016	Tax Rate	Tax \$
CT	Commercial	228,688,913	0.286257%	654,638
CH	Commercial Shared (PIL for Ed)		0.286257%	0
CM	Commercial Taxable (No Ed)		0.286257%	0
CK	Commercial Excess Land (PIL for Ed)		0.200380%	0
C4	Comm Farm Awaiting Development II		0.286257%	0
CU	Commercial Vacant Units	147,000	0.200380%	295
CJ	Commercial Vacant (PIL for Ed)		0.200380%	0
CX	Commercial Vacant Land	20,150,000	0.200380%	40,377
XC	Commercial New Construction - Lower Tier and Education Only		0.286257%	0
XH	Commercial New Construction Shared (PIL for Ed)		0.286257%	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)		0.200380%	0
XK	Commercial New Construction Excess Land (PIL for Ed)		0.200380%	0
XT	Commercial New Construction	13,812,000	0.286257%	39,538
XU	Commercial New Construction Excess Land		0.200380%	0
XX	Commercial New Construction Vacant Land		0.200380%	0
DT	Office Building		0.286257%	0
DH	Office Building Shared (PIL for Ed)		0.286257%	0
DU	Office Building Vacant Units		0.200380%	0
DK	Office Building Excess Land (PIL for Ed)		0.200380%	0
YC	Office Building New Construction - Lower Tier and Education Only		0.286257%	0
YH	Office Building New Construction Shared (PIL for Ed)		0.286257%	0
YK	Office Building New Construction Excess Land (PIL for Ed)		0.200380%	0
YT	Office Building New Construction		0.286257%	0
YU	Office Building New Construction Excess Land		0.200380%	0
ST	Shopping Centre	15,882,000	0.286257%	45,463
SU	Shopping Centre Vacant Units	339,000	0.200380%	679
ZC	Shopping Centre New Construction - Lower Tier and Education Only		0.286257%	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)		0.286257%	0
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)		0.200380%	0
ZT	Shopping Centre New Construction	2,072,000	0.286257%	5,931
ZU	Shopping Centre New Construction Excess Land		0.200380%	0
GT	Parking Lot	624,000	0.286257%	1,786
IT	Industrial		0.286257%	0
IH	Industrial Shared (PIL for educ)		0.286257%	0
I4	Industrial Farm Awaiting Development II		0.286257%	0
IU	Industrial Vacant Units		0.200380%	0
IX	Industrial Vacant Land	1,776,000	0.200380%	3,559
II	Industrial - Water Intake System (PIL for Ed)		0.286257%	0
IJ	Industrial Vacant (PIL for Ed)		0.200380%	0
IK	Industrial Excess Land (PIL for Ed)		0.200380%	0
JH	Industrial New Construction Shared (PIL for Ed)		0.286257%	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)		0.286257%	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)		0.200380%	0
JK	Industrial New Construction Excess Land (PIL for Ed)		0.200380%	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)		0.286257%	0
JS	Industrial New Construction - Generating Station (PIL for Ed)		0.286257%	0
JT	Industrial New Construction		0.286257%	0
JU	Industrial New Construction Excess Land		0.200380%	0
JX	Industrial New Construction Vacant Land		0.200380%	0
LT	Large Industrial		0.286257%	0
LH	Large Industrial Shared (PIL for Ed)		0.286257%	0
LJ	Large Industrial Vacant (PIL for Ed)		0.200380%	0
LK	Large Industrial Excess Land (PIL for Ed)		0.200380%	0
LU	Large Industrial Vacant Units		0.200380%	0
KH	Large Industrial New Construction Shared (PIL for Ed)		0.286257%	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)		0.286257%	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)		0.200380%	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)		0.286257%	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)		0.286257%	0
KT	Large Industrial New Construction		0.286257%	0
KU	Large Industrial New Construction Excess Land		0.200380%	0
KX	Large Industrial New Construction Vacant Land		0.200380%	0
	Total Returned Assessment	283,490,913		792,266

**Streetsville Business Improvement Area
2016 Final Tax Rates and Levy**

6.16

Appendix 3

	Description	Returned Assessment for 2016	Tax Rate	Tax \$
CT	Commercial	112,841,931	0.209800%	236,742
CH	Commercial Shared (PIL for Ed)		0.209800%	0
CM	Commercial Taxable (No Ed)		0.209800%	0
CK	Commercial Excess Land (PIL for Ed)		0.146860%	0
C4	Commercial Farm Awaiting Development II		0.209800%	0
CU	Commercial Excess Land		0.146860%	0
CJ	Commercial Vacant Land (PIL for Ed)		0.146860%	0
CX	Commercial Vacant Land	4,546,000	0.146860%	6,676
XC	Commercial New Construction - Lower Tier and Education Only		0.209800%	0
XH	Commercial New Construction Shared (PIL for Ed)		0.209800%	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)		0.146860%	0
XK	Commercial New Construction Excess Land (PIL for Ed)		0.146860%	0
XT	Commercial New Construction	4,075,000	0.209800%	8,549
XU	Commercial New Construction Excess Land		0.146860%	0
XX	Commercial New Construction Vacant Land		0.146860%	0
DT	Office Building		0.209800%	0
DH	Office Building Shared (PIL for Ed)		0.209800%	0
DU	Office Building Excess Land		0.146860%	0
DK	Office Building Excess Land (PIL for Ed)		0.146860%	0
YC	Office Building New Construction - Lower Tier and Education Only		0.209800%	0
YH	Office Building New Construction Shared (PIL for Ed)		0.209800%	0
YK	Office Building New Construction Excess Land (PIL for Ed)		0.146860%	0
YT	Office Building New Construction		0.209800%	0
YU	Office Building New Construction Excess Land		0.146860%	0
ST	Shopping Centre	19,332,000	0.209800%	40,558
SU	Shopping Centre Excess Land		0.146860%	0
ZC	Shopping Centre New Construction - Lower Tier and Education Only		0.209800%	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)		0.209800%	0
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)		0.146860%	0
ZT	Shopping Centre New Construction		0.209800%	0
ZU	Shopping Centre New Construction Excess Land		0.146860%	0
GT	Parking Lot	428,000	0.209800%	899
IT	Industrial		0.209800%	0
IH	Industrial Shared (PIL for Ed)		0.209800%	0
I4	Industrial Farm Awaiting Development II		0.209800%	0
IU	Industrial Excess Land		0.146860%	0
IX	Industrial Vacant Land		0.146860%	0
II	Industrial - Water Intake System (PIL for Ed)		0.209800%	0
IJ	Industrial Vacant Land (PIL for Ed)		0.146860%	0
IK	Industrial Excess Land (PIL for Ed)		0.146860%	0
JH	Industrial New Construction Shared (PIL for Ed)		0.209800%	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)		0.209800%	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)		0.146860%	0
JK	Industrial New Construction Excess Land (PIL for Ed)		0.146860%	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)		0.209800%	0
JS	Industrial New Construction - Generating Station (PIL for Ed)		0.209800%	0
JT	Industrial New Construction		0.209800%	0
JU	Industrial New Construction Excess Land		0.146860%	0
JX	Industrial New Construction Vacant Land		0.146860%	0
LT	Large Industrial		0.209800%	0
LH	Large Industrial Shared (PIL for Ed)		0.209800%	0
LJ	Large Industrial Vacant Land (PIL for Ed)		0.146860%	0
LK	Large Industrial Excess Land (PIL for Ed)		0.146860%	0
LU	Large Industrial Excess Land		0.146860%	0
KH	Large Industrial New Construction Shared (PIL for Ed)		0.209800%	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)		0.209800%	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)		0.146860%	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)		0.209800%	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)		0.209800%	0
KT	Large Industrial New Construction		0.209800%	0
KU	Large Industrial New Construction Excess Land		0.146860%	0
KX	Large Industrial New Construction Vacant Land		0.146860%	0
Total Returned Assessment		141,222,931		293,424

**Malton Business Improvement Area
2016 Final Tax Rates and Levy**

Appendix 3

	Description	Returned Assessment for 2016	Tax Rate	Tax \$
CT	Commercial	163,396,660	0.046721%	76,341
CH	Commercial Shared (PIL for Ed)		0.046721%	0
CM	Commercial Taxable (No Ed)		0.046721%	0
CK	Commercial Excess Land (PIL for Ed)		0.032705%	0
C4	Commercial Farm Awaiting Development II		0.046721%	0
CU	Commercial Excess Land	199,820	0.032705%	65
CJ	Commercial Vacant Land (PIL for Ed)		0.032705%	0
CX	Commercial Vacant Land	1,235,000	0.032705%	404
XC	Commercial New Construction - Lower Tier and Education Only		0.046721%	0
XH	Commercial New Construction Shared (PIL for Ed)		0.046721%	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)		0.032705%	0
XK	Commercial New Construction Excess Land (PIL for Ed)		0.032705%	0
XT	Commercial New Construction	2,450,000	0.046721%	1,145
XU	Commercial New Construction Excess Land		0.032705%	0
XX	Commercial New Construction Vacant Land		0.032705%	0
DT	Office Building	1,369,000	0.046721%	640
DH	Office Building Shared (PIL for Ed)		0.046721%	0
DU	Office Building Excess Land		0.032705%	0
DK	Office Building Excess Land (PIL for Ed)		0.032705%	0
YC	Office Building New Construction - Lower Tier and Education Only		0.046721%	0
YH	Office Building New Construction Shared (PIL for Ed)		0.046721%	0
YK	Office Building New Construction Excess Land (PIL for Ed)		0.032705%	0
YT	Office Building New Construction		0.046721%	0
YU	Office Building New Construction Excess Land		0.032705%	0
ST	Shopping Centre	66,946,020	0.046721%	31,278
SU	Shopping Centre Excess Land		0.032705%	0
ZC	Shopping Centre New Construction - Lower Tier and Education Only		0.046721%	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)		0.046721%	0
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)		0.032705%	0
ZT	Shopping Centre New Construction		0.046721%	0
ZU	Shopping Centre New Construction Excess Land		0.032705%	0
GT	Parking Lot	486,000	0.046721%	227
IT	Industrial	8,004,430	0.046721%	3,740
IH	Industrial Shared (PIL for Ed)		0.046721%	0
I4	Industrial Farm Awaiting Development II		0.046721%	0
IU	Industrial Excess Land		0.032705%	0
IX	Industrial Vacant Land	499,000	0.032705%	163
II	Industrial - Water Intake System (PIL for Ed)		0.046721%	0
IJ	Industrial Vacant Land (PIL for Ed)		0.032705%	0
IK	Industrial Excess Land (PIL for Ed)		0.032705%	0
JH	Industrial New Construction Shared (PIL for Ed)		0.046721%	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)		0.046721%	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)		0.032705%	0
JK	Industrial New Construction Excess Land (PIL for Ed)		0.032705%	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)		0.046721%	0
JS	Industrial New Construction - Generating Station (PIL for Ed)		0.046721%	0
JT	Industrial New Construction		0.046721%	0
JU	Industrial New Construction Excess Land		0.032705%	0
JX	Industrial New Construction Vacant Land		0.032705%	0
LT	Large Industrial		0.046721%	0
LH	Large Industrial Shared (PIL for Ed)		0.046721%	0
LJ	Large Industrial Vacant Land (PIL for Ed)		0.032705%	0
LK	Large Industrial Excess Land (PIL for Ed)		0.032705%	0
LU	Large Industrial Excess Land		0.032705%	0
KH	Large Industrial New Construction Shared (PIL for Ed)		0.046721%	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)		0.046721%	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)		0.032705%	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)		0.046721%	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)		0.046721%	0
KT	Large Industrial New Construction		0.046721%	0
KU	Large Industrial New Construction Excess Land		0.032705%	0
KX	Large Industrial New Construction Vacant Land		0.032705%	0
	Total Returned Assessment	244,585,930		114,002

City of Mississauga

Corporate Report



Date: 2016/05/02

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2016/05/18

Subject

Public Sector Network Agreement Renewal

Recommendation

That a by-law be enacted authorizing the Commissioner of Corporate Services and the City Clerk to execute and affix the Corporate Seal for the renewal of the Public Sector Network Agreement (the "Agreement") for a period of ten years commencing on the effective date of the Agreement to the satisfaction of the City Solicitor and as outlined in the Corporate Report Public Sector Network Agreement Renewal dated May 2, 2016.

Background

The City of Mississauga has been an active partner in the Public Sector Network (PSN) since 2001 along with the Region of Peel, City of Brampton and Town of Caledon. The PSN is a fibre optic network which is privately owned and operated by the PSN and carries voice and data communications for all PSN members as well as some other agencies who have been provided access. The PSN is registered with the CRTC as a non-dominant telecommunications network carrier and is permitted to provide access to other agencies for a fee within the guidelines of maintaining non-dominant carrier status (meaning the PSN does not have any significant commercial impact in the marketplace in providing such access to other agencies). The PSN operates under an approved Public Sector Network Agreement which expires May 23, 2016.

Comments

The City of Mississauga has been a leader in advancing Smart City technologies through the connection of City services such as Traffic, Transit, Digital Signs, the City's fleet of vehicles and mobile work force. In addition, the City has provided free Public Wi-Fi indoor and outdoor at City facilities across the City including Libraries, Community Centres, Transit Terminals, Marinas, Golf Courses and some Parks. The City also established a partnership with Sheridan College which enhances this through the use of Wireless Mississauga, the City's free Public Wi-Fi,

where all Sheridan Students are able to access the Sheridan Secure network in any City Facility as well.

The PSN also enables voice and communications for all City Facilities which ensures that City Services can be provided efficiently at all facilities. This would be inclusive of all phones, computers, building automation, internet and any other building or public service that requires voice or data communications. Having a private fibre network is unique to the members of the PSN. One of the most significant financial benefits is derived from the cost avoidance of leased trunk and telephone lines in all of our City Facilities. On an annual basis a modest estimate of \$2 million dollars is saved. This is achieved due to the fibre that connects City buildings together significantly reducing the phone lines and major trunk lines to support voice and data at these locations. The City of Mississauga owns about 19,185 fibre strand kilometers as its portion of the PSN fibre network which spans across the Region and connects 152 sites within Mississauga. The Advanced Traffic Management System relies heavily on the PSN with over 700 intersections requiring connectivity to traffic sensors, cameras and localized computing.

The PSN is governed by the PSN Steering Committee with representatives from each organization, typically the Chief Information Officer, and has an annual budget that is managed by the Region of Peel. The budget has common expenses for the ongoing maintenance of the fibre network including locate costs and inspections with a budget of \$394,097 in 2016 to cover these expenses. In addition, subscriber revenues which are paid by other agencies, offset the annual operating expenses of the PSN. Subscribers include Universities, Colleges and Hospitals within the Region of Peel. The PSN is a best practice in the Public Sector that has been recognized across Canada for being innovative and progressive.

The Agreement between the City of Mississauga, City of Brampton, Town of Caledon and Region of Peel is being renewed for an additional 10 years. The Agreement has been prepared under the direction of the PSN Steering Committee and reviewed by Legal and Information Technology. The Agreement provides the continuation of the existing PSN services as a non-commercial telecommunications provider with some flexibility to bring on 3rd party providers of service in line with current and future industry trends.

The renewal of the Agreement positions the City of Mississauga for the future needs of our Business Plans to grow and maintain City Services through Smart City Technology. Moreover, the ongoing cost savings derived by the PSN is a significant benefit to the City as the demand for connectivity continues to grow.

Financial Impact

The Public Sector Network will continue to expand to meet the needs of the City of Mississauga's voice and data requirements. Expansion for the Advanced Traffic Management System has approved budget and is well underway. All fibre requirements are planned through the Business Planning and Budget process to ensure that future growth is well planned out and

coordinated. Information Technology is also involved in the early design and planning for the Light Rail Transit (LRT) ensuring that any fibre relocation or new needs are addressed.

The PSN's operating expenses are fully offset by the Subscriber revenues so there are no financial implications to the City of Mississauga's budget. The renewed Agreement provides further opportunity to grow subscriber revenue in the future.

Conclusion

The City of Mississauga is a leader in the Public Service in providing voice and communications through the PSN fibre network. Smart City technologies have been deployed throughout the City and further expansion is planned to support initiatives such as Advanced Traffic Management System (ATMS) and the Transitway. The PSN is an innovative partnership with the Region of Peel, City of Brampton and Town of Caledon which provides sufficient revenues to fully offset the operating expenses of the PSN.

The Agreement has been prepared for renewal for an additional ten years and has been reviewed by Legal Services and Information Technology. The Agreement positions the PSN for future growth and opportunities as a modern and innovative voice and communications network.



For:

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Shawn Slack, Director of Information Technology and Chief Information Officer

City of Mississauga Corporate Report



Date: 2016/04/20

To: Chair and Members of General Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2016/05/18

Subject

Towing Industry Advisory Committee Citizen Member Appointments

Recommendation

That the Corporate Report dated April 20, 2016 from the Commissioner of Corporate Services and Chief Financial Officer entitled "Towing Industry Advisory Committee Citizen Appointments" be received for information.

Background

At the April 18, 2016 Governance Committee meeting, staff were directed to review opportunities to expand the membership of the Towing Industry Advisory Committee (TIAC) to include Citizen Members who are not involved in the towing industry. It was suggested that the opportunities to expand TIAC include looking into the interest of citizen members from other advisory committees of Council.

Following the 2014 Municipal Election, Clerk's Office staff advertised in the Mississauga News and on the City of Mississauga website opportunities for citizen members involvement and appointment to all Advisory Committees of Council including TIAC. In total, staff received 11 applications from citizens who were interested to sit on TIAC. All applicants were in some way involved in the industry as owners or operators and none were identified as members of the general public.

Comments

The Terms of Reference for TIAC allows any resident of Mississauga or any Mississauga business owner to apply and become a citizen member of TIAC. The composition of TIAC is to include 2 councillors and 6 citizen members as outlined in Appendix 1. The current TIAC committee composition is as follows;

- Councillor Starr (Chair)
- Councillor Mahoney (Vice-Chair)
- Mark Bell, Citizen Member (Tow Truck Operations Manager)
- Robert Fluney, Citizen Member (Towing Owner and Operator)

General Committee

2016/04/20

2

Originators files: File names

- Daniel Ghanime, Citizen Member (Tow Truck Company Owner)
- John C. Lyons, Citizen Member (Tow Truck General Manager)
- Tullio (Tony) Pento, Citizen Member (Tow Truck Owner)
- Armando Tallarico, Citizen Member (Collison Centre Owner)

In accordance with Corporate Policy and Procedure 02-01-01, the Office of the City Clerk will canvass citizen members of committees in the fall of 2016, which is mid-term, to confirm that they wish to carry out the balance of their term. If any current citizen members indicate their resignation at mid-term, the clerk's office will proceed to fill the vacancies in accordance with the Corporate Policy. Should Council determine that additional members of the public would be an asset to the composition of TIAC, Council can direct staff to advertise and expand the committee composition. This could be done now, or as part of the mid-term recruitment.

In 2013, an in-depth City Committee of Council Structure Review was completed with benchmarking from other municipalities and it was found that there is no similar Towing Industry Advisory Committee. To date, there is still no comparable Towing Industry Advisory Committee to benchmark best practices or citizen involvement.

Financial Impact

Not applicable.

Conclusion

If Council wishes to add additional citizen members who are not involved in the towing industry the Terms of Reference would need to be amended to include the specific number of citizen members to be added, with provision that these members are not involved in the towing industry. In addition, direction should be given as to when the appointments are to be initiated now, or as part of the mid-term confirmation of citizen appointments.

Attachments

Appendix 1: Terms of Reference for Towing Industry Advisory Committee



For:

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Stephanie Smith, Legislative Coordinator

Terms of Reference for Towing Industry Advisory Committee

Mandate

The Towing Industry Advisory Committee is an advisory committee of Council established to make recommendations to the Council of the City of Mississauga designed and intended to review and advise Council on issues relating to the towing industry in the City of Mississauga.

Objectives/Goals

The Towing Industry Advisory Committee shall operate according to the Procedural By-law regulating the operation of meetings of Council and its Committees. Appointed members are required to attend meetings on a bi-monthly and on an 'as required' basis to discuss issues related to the towing industry in the City of Mississauga. Staff reports are primarily generated based on referral from the Towing Industry Advisory Committee.

Work Plan

All Advisory Committees shall prepare annual Work Plans which they will send to their parent standing committee, then to Council at the beginning of the new year, as well as a progress update at the end of the year. Committee members shall work collaboratively with City staff devise these Work Plans to ensure that the workload is manageable and appropriately shared between the two parties. Work plans will need to be carefully crafted in order to meet the Committee's mandate and objectives, as well as the City's Strategic Plan, Master Plans, and budgetary capacity.

The work plan shall speak directly to the specific goals the committee aims to accomplish.

The work plan for each Advisory Committee attempts to use the City's Strategic Plan Pillars, action items, master plans, or legislation as sub-headings to organize the committee's focus and nature of work.

The Committee shall present its accomplishments as they relate to the work plan, to Council annually.

Definitions

Definitions are provided for the purpose of clarity and only where necessary. That definitions provided are referenced to the appropriate source/legislation.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Towing Industry Advisory Committee will meet approximately 6 times per year, usually on the first third Tuesday of every month, or as determined by the Committee at the call of the Chair.

Membership

All members are subject to the Code of Conduct and Complaint Protocol for Local Boards.

http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_of_Conduct.pdf.

and Corporate Policy 02-01-01: Citizen Appointments to Committees, Boards and Authorities. <http://inside.mississauga.ca/Policies/Documents/02-01-01.pdf>

That the Terms of Reference clearly outline what is expected of members of the committee, especially regarding the level and nature of the involvement expect.

Membership of the Towing Industry Advisory Committee shall comprise of the following with full voting rights:

Appointment of Members (by Resolution)

2 Councillors,

6 Citizens

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of Towing Industry Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Towing Industry Advisory Committee to encourage that its activities remain focused on its mandate as an Advisory Committee of Council.
3. Review agenda items with the Committee Coordinator and Enforcement Office in the City.
4. Recognize each Member's contribution to the Committee's work.
5. Serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary.
6. Liaise with the Manager of Mobile Enforcement on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of Towing Industry Advisory Committee is being fulfilled.

2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to towing.
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend Towing Industry Advisory Committee meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Towing Industry Advisory Committee shall be reached with the presence of a majority of the appointed and elected members, at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting.
2. The issuance of an agenda for a meeting of this Committee will be considered as notice of that meeting.
3. The presence of one (1) of the appointed Council members shall be required to establish quorum.

Subcommittees

That, as per the Procedure By-law 139-2013, a Committee of Council may establish a subcommittee which shall consist of members of the parent Committee, as may be determined by such parent Committee and any other member approved by Council.

- Sub-committees will be formed to deal with specific issues, and will make recommendations to the parent Committee. Once the specific issue is dealt with the subcommittee shall cease.
- All appointed members of the subcommittee have the right to vote.
- The Chair of the subcommittee will be appointed at the first meeting of the subcommittee.

REPORT 3-2016

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its third report for 2016 and recommends:

EAC-0019-2016

1. That the deputation and associated presentation materials by Obie Agusiegbe, EnvironFocus to the Environmental Action Committee on May 3, 2016, be received;
2. That the matter be referred to staff to review and report back to the Environmental Action Committee with comments.

(EAC-0019-2016)

EAC-0020-2016

That the deputation and associated PowerPoint presentation by Adam Vaiya, Partners in Project Green, to the Environmental Action Committee on May 3, 2016, be received.

(EAC-0020-2016)

EAC-0021-2016

That the deputation by Andrea J. McLeod, Environmental Specialist regarding 2016 Earth Markets, to the Environmental Action Committee on May 3, 2016, be received.

(EAC-0021-2016)

EAC-0022-2016

That the EAC Environmental Actions Summary Chart updated for the May 3, 2016 meeting of the Environmental Action Committee, be received.

(EAC-0022-2016)

EAC-0023-2016

That the verbal update from Brenda Osborne, Director, Environment regarding the 2016 Provincial Environmental Advisory Committee Symposium, be received.

(EAC-0023-2016)

REPORT 5 - 2016

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its fifth report for 2016 and recommends:

MCAC-0017-2016

That the deputation from Glenn Gumulka, Executive Director, SustainMobility regarding the 2016 Tour de Mississauga be received.

(MCAC-0017-2016)

MCAC-0018-2016

1. That the Chair of the Mississauga Cycling Advisory Committee (MCAC) write a letter of support on behalf of the committee to the Minister of the Environment and Climate Change for the Provincial Cap and Trade Funding for Cycling Infrastructures.

2. That Council be requested to pass a resolution to endorse the Provincial Cap and Trade Funding for Cycling Infrastructures and that the Mayor write a letter of support to the Minister of the Environment and Climate Change.

(MCAC-0018-2016)

MCAC-0019-2016

That the Mississauga Cycling Advisory Committee (MCAC) purchase 75 t-shirts for the upcoming Community Rides and that the \$450.00 fee be covered by the MCAC 2016 budget.

(MCAC-0019-2016)

REPORT 4 - 2016

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its fourth report for 2016 and recommends:

HAC-0019-2016

That the Memorandum dated May 2, 2016 and the PowerPoint Presentation entitled "*Inspiration Port Credit – 1 Port Street East – Update for Information*" from Ruth Marland, Strategic Leader, Strategic Community Initiatives, to the Heritage Advisory Committee on May 10, 2016, be received for information.

(HAC-0019-2016)

HAC-0020-2016

1. That the Heritage Property Grant Program requests be approved as outlined in the report from the Commissioner of Community Services, dated April 15, 2016.

2. That staff be directed to examine the feasibility of an increase in grants.

(HAC-0020-2016)

HAC-0021-2016

That the property at 1293 Woodland Avenue, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0021-2016)

HAC-0022-2016

1. That a revised heritage permit by-law be adopted, as outlined in this Corporate Report from the Commissioner of Community Services (dated April 14, 2016), in order to simplify the heritage permit application process and to delegate authority to staff to accept applications and provide consent on certain alterations of properties according to the *Ontario Heritage Act* (the "Act"), as amended.

2. That the existing heritage permit by-law 77-2014 be repealed.

(HAC-0022-2016)

HAC-0023-2016

That the Heritage Designation Sub-Committee Terms of Reference be approved as presented and that the Draft Heritage Designation Priorities be received.

(HAC-0023-2016)

HAC-0024-2016

That the Memorandum from Cecilia Nin Hernandez, Heritage Coordinator, dated April 14, 2016 entitled "*New Construction on Listed Property at 46 Queen Street South*" be received for information.

(HAC-0024-2016)

HAC-0025-2016

That the Memorandum from Cecilia Nin Hernandez, Heritage Coordinator, dated April 14, 2016 entitled "*Wartime Housing*" including a copy of Kitchener's St. Mary's Heritage Conservation District Plan, be received for information.

(HAC-0025-2016)

HAC-0026-2016

That the Memorandum dated May 10, 2016 from Cecilia Nin Hernandez, Heritage Coordinator entitled "*Committee of Adjustment Applications within the Old Port Credit Village HCD, 42 Front Street South and 43 John Street South*" be received for information.

(HAC-0026-2016)